

FINANCIAL TIMES

POLAND The new political landscape Page 18

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World News Business Summary

Warsaw Pact proposes early talks on arms cuts

The Warsaw Pact proposed early talks on reducing tactical nuclear missiles in Europe...

GPA to place record order for 200 new aircraft

GPA, the world's largest aircraft leasing company, based in Ireland, is expected to announce one of the biggest batches of aircraft orders ever...

Recruit spotlight Noboru Takeshita, Japanese Prime Minister, shifted the Recruit scandal spotlight on to his predecessor Yasuhiro Nakasone.

Concorde tail loss A supersonic Concorde lost part of its tail on a flight from New Zealand but landed safely at Sydney airport.

Basque attack Suspected separatist guerrillas killed a civil guard in a sub-machine-gun attack near the Basque city of Bilbao, Spain, in their first fatal assault this year.

Swapo appeal Sam Nujoma, leader of Swapo headed broadcast appeal to his fighters to return to Angola.

Lebanese aid Lebanon's Moslem leader welcomed French assurances of impartiality over distribution of emergency aid in Beirut despite earlier reports that they would reject it.

North wrote 'lies' A Washington prosecutor said Oliver North wrote 'a pack of lies' in answering congressional questions about US aid to the Nicaraguan rebels.

Cool Bonn reception Vernon Walters, former deputy director of the CIA, is expected to receive a cool reception in West Germany as US ambassador.

Austrian nurse held Vienna police arrested a fifth nurse in the inquiry into the murder of 49 elderly hospital patients.

Ulster bomb attack One person was killed and up to 30 injured in a bomb attack on a Northern Ireland police station.

China-Japan talks Chinese Premier Li Peng, at the start of a five-day visit to Japan, called for more Japanese investment in China.

Mid-east meeting President Hosni Mubarak of Egypt and Yasser Arafat, the leader of the PLO, are travelling to Jordan to discuss peace proposals with King Hussein.

Mexican mass grave A mass grave containing 12 bodies, apparently victims of a drug-smuggling cult that conducted human sacrifices, was found near the Mexican border town of Matamoros.

Khomeini cheque Iranian leader Ayatollah Khomeini has written a cheque for \$16m to help rebury 25,000 people made homeless by floods in eastern Iran.

Tsar uncovered The body of Russia's last Tsar, believed to have been destroyed by acid, was found by a Soviet writer in 1979 but he dared not tell the world, a Moscow newspaper said.

Georgian party leader offers to quit as Gorbachev urges peace

By John Lloyd in Moscow

GEORGIA'S Communist Party leader, Mr Dzumber Patisashvili, offered his resignation yesterday as Mr Mikhail Gorbachev, the Soviet leader, appealed for an end to violent clashes in the republic, which he said had damaged perestroika.

In an address to Georgian people, to be published in today's Georgian press, Mr Gorbachev says: "We stand for the consistent expansion of the rights of the republics."

But he adds: "Restructuring of inter-ethnic relations is not the replanning of the borders or the breakdown of the national-state structure of the country. We are resolutely against this."

Mr Patisashvili's position has looked vulnerable since his predecessor - Mr Eduard Shevardnadze, the current Soviet Foreign Minister - came from Moscow to take control of events in the Georgian capital of Tbilisi following the deaths of demonstrators at the weekend.

The government spokesman, Mr Gennady Gerasimov, said the relevant party bodies had not yet decided whether or not to accept the Georgian leader's resignation.

However, Moscow radio's description of Mr Patisashvili's gesture as "moving", and Mr Gerasimov's reference to it as "noble", suggested that Mr Patisashvili's fate had been sealed.

Mr Gerasimov confirmed reports that Mr Shevardnadze had met leaders of Georgia's nationalist parties, as well as other members of the public and members of the scientific and artistic communities.

Members of that same public will be invited to sit on the special commission investigating the deaths early on Sunday of protesters at the hands of police - deaths which have now officially risen to 19. The death of a young woman in hospital early yesterday took the number of women killed in the incidents to 13.

Opposition activists said last night that they had passed a list of 40 names on walls around the city, of those people either known to be dead or missing, presumed dead.

These sources are insisting that 30 is the minimum number of casualties - thus implicitly upgrading earlier estimates, which gained wide currency in Tbilisi, that as many as 300 people had died.

One nationalist leader said strikes and demonstrations had spread to many parts of the region.

The line from the Government at every level now is much more conciliatory than the abrasive assumption earlier this week that the demonstrators were asking for trouble.

Pravda, in another brief report - all the Soviet media have been cut

about the events - criticised the lack of information, said the events were a "tragedy" and promised that those responsible would be brought to justice - without specifying whether these were on the side of the troops or the demonstrators.

Mr Gerasimov said that funerals of the 19 victims would begin today, when one would be buried, followed by 11 tomorrow and the rest at the weekend.

Further demonstrations may take place at the Friday funerals. The day is the anniversary of a famous demonstration in 1978 for which a large protest meeting had been planned before the events of last weekend.

SmithKline and Beecham agree £6bn merger plan

By Peter Marsh in London and James Buchan in New York

AN AGREED merger aimed at creating the world's second-biggest pharmaceuticals group was announced yesterday by SmithKline Beecham of the US and Beecham of Britain, the two big healthcare companies.

The merged group would have a market capitalisation estimated at about \$6bn (\$10bn) and annual sales of about \$2.7bn - half of which would be in prescription drugs and the rest in a number of health-related products including over-the-counter medicines.

The agreement involves setting up a new company, SmithKline Beecham, based in London and owned equally by the shareholders of the two existing companies. It would be the biggest drugs business after Merck of the US, the industry leader.

The get-together is based on a complex arrangement of share swaps involving investors in the two companies which would be supplemented by an additional dividend payment to holders of SmithKline shares.

Last night, however, some financial analysts expressed doubt about whether the agreement would gain the necessary backing from shareholders, particularly those in SmithKline, when they consider it in June.

The analysts said the accord seemed more worthwhile for Beecham shareholders and there was also speculation that a rival drugs company might bid for SmithKline, pushing up the price of its stock on Wall Street and ruining the chance of the Beecham deal going ahead.

Wall Street analysts yesterday expressed disappointment that SmithKline stockholders were due to receive little cash under the merger terms.

Analysts in London and New York said the package being offered to SmithKline's shareholders was hard to value, with assessments ranging from \$60 to \$70 a share.

Wall Street signalled, however, that that it would be receptive to an all-cash offer for SmithKline from another company.

Mr Samuel Isaly, a pharmaceuticals analyst at SG Warburg in New York, said he thought there was a "significant likelihood" of a counterbid for either one or both of Beecham or SmithKline.

In early trading in New York yesterday, SmithKline shares dropped by about \$1 to a little over \$68. In London, Beecham shares had risen 40p in early dealings before finishing the day on 615p, up 14p.

Under the merger plan, Mr Bob Bauman, 59, chairman of Beecham since 1986, would become chief executive of SmithKline Beecham.

Mr Bauman, an American, has a good reputation in the City of London for improving the performance of Beecham, which was in difficulties early in the 1980s. As part of yesterday's announcement, Beecham estimated its pre-tax profit for the year to March 31 1989 at about \$490m, a 17 per cent increase on 1988.

Mr Bauman will be in charge of day-to-day management at the new company, with the chairman's job being done by Mr Henry Weald, 55, currently chairman of SmithKline Beecham.

Under the terms of yesterday's agreement, SmithKline's interests in scientific instruments and eye care are to be spun off to shareholders while Beecham is to seek outside buyers for its existing cosmetics business, which is thought to be worth about \$500m.

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Mexico reveals loan pact with IMF

By Richard Johns in Mexico City and Stephen Fidler in London

MEXICO has released details of an agreement in principle with the International Monetary Fund (IMF) for new loans, an unusual move designed to show the Government has made no concessions to the Fund to secure financing.

The publication of the so-called letter of intent between Mexico and the IMF was made with the apparent aim of convincing public opinion that Mexico had not changed its economic programme to satisfy the Fund - a sensitive political issue.

Announcing the accord with the Fund, Mr Pedro Aspe, Mexican Minister of Finance, said that "a considerable proportion" of an IMF extended fund facility - equivalent to \$3.63bn over three years - with the option to extend it for a further year - would be devoted to reducing the principal and the servicing of the debt.

An IMF official in Washington said yesterday that Mexico would almost certainly qualify for an additional \$500m this year from the Fund's Compensatory and Contingency Financing Facility, because of the fall last year in its export earnings and the increase in prices of imported foodstuffs.

Having reached agreement with the Fund, Mexico will begin formal negotiations with its main commercial bank

creditors next Wednesday on a financing accord. The Mexicans want to include in the agreement a rescheduling and other financing options for banks, including new loans, the voluntary capitalisation of interest, and the reduction of debt and servicing.

Mr William Rhodes of Citicorp, chairman of Mexico's bank advisory committee, described the IMF accord as a "positive signal that forms an important part of Mexico's economic programme". He said it would facilitate negotiations with the banks.

Mexico's immediate aim is to reach a comprehensive agreement by August, reducing the

outflow of resources to service debts from 6 per cent of gross domestic product to 2 per cent. The letter of intent says that a net increase of the availability of financial resources of \$70m or more will be needed annually during President Carlos Salinas de Gortari's six-year term of office.

Negotiations with the World Bank on \$1.5bn worth of loans to support Mexico's structural reform programme would be concluded in the near future, Mr Aspe said.

Initiation of talks with the Paris Club of creditor countries on restructuring Mexico's debt would also take place soon, he added.

ment that has successfully met objections to earlier drafts raised by West Germany, Britain and Luxembourg. If this is the case, the report should be a technical document that nonetheless outlines some of the costs in terms of national sovereignty over economic policy that monetary union in the EC would involve for the member states.

Asked by reporters in Basle about his reaction to the committee's final text, Mr Karl-Otto Pöhl, the Bundesbank president, said, "I am quite happy."

Mr Robin Leigh-Pemberton, governor of the Bank of England, said on leaving the meeting, "I have signed a unanimous report and am pleased to have done so."

One committee member said the document contained "a lot of German thinking". Another said Mr Pöhl "had good reason to look happy". A month ago, discussions in the committee were marked by a furious argument in which Mr Pöhl, Mr Leigh-Pemberton and Mr Pierre Jaans, the head of the Luxembourg Monetary Institute, complained that the draft prepared at that time envisaged too rapid a movement towards economic and monetary union in the EC.

Mr Pöhl has long maintained that monetary union in the EC and its institutional trappings such as a central bank and common currency should be distant goals to be reached after the achievement of far greater convergence of the 12 member states' economic performance.

In the committee, France, Italy and Spain had pushed for rapid institutional steps towards monetary union, involving changes to the EC treaties.

Hewlett to acquire Apollo in surprise US computer deal

By Louise Kehoe in San Francisco

HEWLETT-PACKARD, the US electronics and instruments group, is to acquire Apollo Computer, the Massachusetts-based computer manufacturer, in a \$500m cash deal that surprised the US computer industry.

The acquisition is Hewlett-Packard's largest since the 1960s and is a major departure for the company.

HP executives said it reflected the company's determination "to be a major player in the computer business as a whole, and in particular in the fast growing workstation segment."

Computer workstations are high performance desk-top machines used primarily in scientific and technical applications as well as in sophisticated financial analysis. The workstation market is the fastest-growing segment of the computer industry with worldwide sales expected to top \$6bn this year, up 50 per cent from

1988. HP and Apollo both have major shares of the workstation market. HP took 16.9 per cent last year, according to Datquest, the market research firm, while Apollo was estimated to hold 13.5 per cent.

Combined, the companies' workstation sales could top those of the market leader, Sun Microsystems, which announced a new range of high-performance machines yesterday.

One of the pioneers of the computer workstation industry, the nine-year-old Apollo has been under intense competitive pressure from Sun and others over the past year and has been losing market share.

Apollo's financial performance has also suffered. The company reported losses in the second and third quarters of last year to produce net income of \$2.1m, or 6 cents per share, for 1988, down from \$30.5m or 56 cents in 1987.

Although revenues rose 18 per cent, to \$663.5m for 1988, the company's growth did not keep pace with market expansion.

HP is offering \$18.125 per share for Apollo, well above yesterday's opening price for Apollo's shares of \$13.25.

However, Apollo's stock price rose quickly on the news, reaching \$12.75 by midday. HP's share price fell 1/4 to \$33.

HP said the acquisition had been unanimously approved by the boards of both companies and that it planned to begin a tender offer in five days.

HP and Apollo have much in common in their approach to the workstation market. Both have based their low-end workstation products on the same Motorola microprocessors, while each has its own proprietary Reduced Instruction Set Computing architectures for high-performance workstations.

WHAT'S HOLDING YOUR BUSINESS BACK?

Shortage of labour supply? High land costs? Prohibitive rental costs? Shortage of quality land for expansion?

It is a fact that many U.K. manufacturing and service companies with expansion plans are facing these difficulties, particularly in Regions with low unemployment coupled with high demand for available land and buildings.

It is also a fact that these difficulties can easily be overcome, as many companies have already realised, by making their choice of location for expansion in the County of Clwyd, N.E. Wales, where all the elements vital to successful business are in plentiful supply.

If you are an established company and would like to find out more about Clwyd and the considerable benefits it can offer your company, clip the coupon or contact The Clwyd Industry Team and we will send you our FACT PACK.

Write or phone The Clwyd Industry Team, Clwyd County Council, Shire Hall, Mold, Clwyd CH7 6NB. Tel. 0352 2121 Fax. 0352 700321.

Name: Title Company: Address: Tel: SEND FOR THE CLWYD FACT PACK



MARKETS table with columns for Singapore, Sterling, Stock Indices, Interest Rates, and Gold prices.

CONTENTS table listing various articles and their page numbers.

Table listing various market indicators and their values.

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EUROPEAN NEWS

East bloc proposal on tactical missiles keeps Nato off balance  
Pact offers new nuclear arms talks

By Robert Mauthner, Diplomatic Correspondent

THE WARSAW Pact yesterday contributed to the disarray among the Nato nations on the updating of tactical nuclear missiles by formally proposing early talks on reducing and eventually eliminating these weapons stationed in Europe.

A statement issued at the end of a meeting in East Berlin of the Pact's foreign ministers said the member states were prepared to open preliminary consultations with Nato on the terms of reference for negotiations on short-range nuclear weapons, which would run parallel to the Vienna conventional arms talks.

Such negotiations should also cover the nuclear component of dual capable systems, which can fire either conventional or nuclear warheads. The proposal, which was immediately rejected by Britain, was foreshadowed in Mr Mikhail Gorbachev's speech in London last week in which he strongly opposed the updating of Nato's Lance tactical nuclear missiles and called for the progressive elimination of nuclear weapons.

A Foreign Office spokesman in London said Britain would oppose negotiations on short-range nuclear weapons because the two alliances did not agree on a common objective for such negotiations. As Sir Geoffrey Howe, the Foreign Secretary, pointed out in a speech last Tuesday, Mr Gorbachev believed in a nuclear weapons-free world, whereas Nato's basic strategy was one of nuclear deterrence, which had ensured world peace for an unprecedented period of more than 40 years. Conventional weapons alone had never stopped wars erupting.

Strasbourg votes fast move to 'clean' cars

By Tim Dickson in Strasbourg

THE prospect of markedly "cleaner" European cars in less than four years time was dramatically raised last night when the European Parliament overwhelmingly voted for a quick move to tougher US style pollution standards.

Eta gives notice of terrorist campaign as Guard is shot

By Tom Burns in Madrid

A POLICEMAN was shot dead at point-blank range in Bilbao yesterday, hours after the Basque separatist organisation, Eta, issued a statement warning of widespread terrorist action.

Mr Jose Calvo, a 51-year-old Civil Guard sergeant who worked at the Bilbao port customs, was the first fatal victim of Basque violence since Eta declared a truce at the beginning of January in response to an offer of peace talks with the Madrid Government. The negotiations, which were held in Algiers, broke down at the end of last month.

Eta's statement yesterday claimed responsibility for a spate of letter bombs in the past days and for a series of explosions at the weekend on the railway line linking Bilbao to Vitoria, the seat of Basque regional government. Letter bombs sent to the offices of Mr Jose Barriomaneiro, a former Interior Minister, and to those of the government delegate in the Basque country failed to explode.

Brussels to clear air on reciprocity

By David Buchan in Brussels

THE EUROPEAN Commission is expected to clarify later today what it expects from the rest of the world in return for the Community's planned liberalisation of financial and other services, and to refine the circumstances in which such reciprocity demands might be made.

Sir Leon Brittan, the Competition Commissioner, is concerned that the reciprocity provision in the draft Second Banking Co-ordination Directive, approved by the Commission last year before he took over EC responsibility for financial services, has roused needless foreign fears about European protectionism.

By the same token, foreign governments and business will read the outcome of today's Commission debate in Strasbourg for signs of whether their anxieties about a "Fortress Europe" are justified.

Until at least the close of the Uruguay Round of Gatt talks, banking reciprocity is seen abroad as the litmus test of EC attitudes on trade in services, as the question of how Europe handles Japanese car imports beyond 1992 is regarded as the test for trade in goods.

Kohl set to reshuffle cabinet

David Marsh in Bonn

MR HELMUT KOHL, the West German Chancellor, is expected to announce today his long-awaited Cabinet reshuffle, with Mr Gerhard Stoltenberg, the Finance Minister, likely to take over the Defence Ministry job.

Mr Theo Waigel, leader of the Bavarian conservative Christian Social Party, is expected to move to the Finance Ministry, according to reports circulating in Bonn last night.

Mr Kohl is also likely to move Mr Wolfgang Schäuble, his right-hand man, as Chancellor Minister, to the Interior Ministry, where he will take over from Mr Friedrich Zimmermann.

Although officials could not confirm details of the moves last night, Mr Alfred Dreger, leader of the conservative Parliamentary grouping in the Bundestag, said the changes to be announced today would be a "good solution."

Mr Kohl's reshuffle is designed to improve the centre-right Government's fortunes, after a string of regional election setbacks. Altering the Cabinet line-up, however, just two months before the Government's next test at the European elections in June, amounts to a clear gamble. The moves add up to the Chancellor's most significant chance to reshape his team before the run-up begins in earnest to the next general election in December, 1990.

The changes look likely to be accompanied by a decisive shift in West Germany's nuclear energy strategy, which could also be designed to stem the tide of anti-nuclear voters switching to opposition parties.

According to officials in Bonn, Mr Kohl next week is expected to discuss with President François Mitterrand giving up West Germany's planned nuclear reprocessing complex at Wackersdorf in Eastern Bavaria.

Mr Carlo Ripa di Meana, the EC's environmental Commissioner, said last night that he was "fully satisfied" with the results of the amendments which provide for standards on small cars (less than 1400cc) of 20 grammes per test for carbon monoxide and 5 grammes per test for a combination of hydrocarbons and nitrogen oxides by 1 January 1990.

Commission studies Renault debt plan

By William Dawkins in Brussels

THE EUROPEAN Commission is studying new French proposals on the conditions under which the Government wants to write off FF712bn (€1.1bn) of the debts of Renault, the state-owned car producer.

Mr Bolesław Pawlowski, France's Industry Minister, has written to Brussels explaining how he plans to remove the company's state debt guarantees so that it competes under more normal commercial conditions.

Commission officials are expected to take up to a fortnight to decide whether they are satisfied.

If Brussels is not convinced that France is sticking to the spirit of an agreement last year to remove Renault's special status as a *saupin* (which cannot be declared bankrupt) it could launch a legal action against the Government.

Danes expected to oppose directive on broadcasting

By Hilary Barnes in Copenhagen

THE DANISH Government is expected to lay out its strong opposition to a European Community directive on broadcasting at a Council of Ministers meeting today.

Mr Bolesław Pawlowski, the Minister for Industry, is expected to tell the council Denmark will neither administer the directive, nor change its legislation to comply.

He will add that if the European Court finds Denmark is obliged to follow the directive, Denmark will then declare the issue to be "of vital national importance", the procedure required before a country can exercise a veto.

Underlying but complicating the whole debate is a fierce battle over the most appropriate technology for meeting the tougher "US style" norms. At the moment only the so-called three-way satellite converter is capable of doing the job but Britain, among others, has invested large sums of money in the cheaper lean burn engine.

Cheaper EC air fares glimpsed on the horizon

William Dawkins examines the implications of the European Court ruling on airline price-fixing

THE BATTLE for cheaper air fares has been made a lot easier by the European Court of Justice's ruling that nearly all airline price-fixing accords may contravene EC competition rules. It is several years before travellers see real benefits.

The ruling was welcomed warmly yesterday by the European Commission, central player in the future of competition in air transport. It strengthens Brussels' hand as it prepares proposals for the second stage of EC air transport liberalisation, to build on a hard-won package adopted by the 12 Community governments in December 1987.

Not surprisingly, the airline industry reacted with chilly caution to the decision, sparked off by a cut-price ticket scheme run by two Frankfurt travel agents.

The case confirms for the first time that EC rules against anti-competitive agreements apply to internal domestic flights and to routes between Community and non-EC airports. This goes well beyond current EC rules on free competition in air travel, which only apply to flights between member states.

Bonn cool on new US envoy

By David Goodhart in Bonn

MR VERNON WALTERS, former deputy director of the CIA, will find a more critical reception when he arrives in West Germany as US ambassador this month than he received at yesterday's confirmation hearing of the Senate Foreign Relations Committee in Washington.

Mr Walters' appointment is seen by many analysts as a sign of US anxiety over West German drift on security matters. He is regarded as more conservative than his predecessor, Mr Richard Burt, and has a reputation as a "trouble-shooter".

During his military career - 1962 to 1970 - he served as special advisor to the director of the CIA in Bonn and he was in Bonn in 1965 when he served as a special advisor to Secretary of State Alexander Haig and then, 1961 to 1965, as Ambassador-at-Large.

In the latter capacity he travelled to more than 100 countries as the Reagan Administration's chief diplomatic trouble-shooter. He speaks seven languages, including German. His appointment has not pleased liberal and left-wing opinion in Bonn and he will not receive an ecstatic welcome from the Foreign Office. A recent German television programme was highly critical of his role in various Third World countries during his time at the CIA and implied he was a supporter of the late General Franco in Spain.

Energy from nuclear fusion fuels Italian enthusiasm - and doubts

By Bruce Clark, recently in Rome

THE PRESIDENT of the main nuclear research agency in Italy - a country where interest in nuclear fusion is particularly strong - doubts whether the process will be of commercial use until well into the next century.

Unless there are "pleasant surprises", says Professor Umberto Colombo, "we remain 35-40 years away from the availability of fusion on a commercial basis."

The claim of Prof Stanley Pons of the US and Martin Fleischmann of Britain to have achieved fusion in a test-tube, at a cost of just over \$100,000, generated enormous excitement in Italy, which devotes a higher proportion of its research effort to nuclear fusion than any other European country.

But Prof Colombo, president of the research body Enes, said the new theories should complement rather than replace the existing, vastly more expensive research projects. "We were impressed by the (new) reports... they open a new research line which ought to be pursued without a negative bias and without excessive optimism."

He told the FT in an interview. He said that both Enes and Italy's National Research Council would conduct experiments, in parallel with other European centres, along the lines of the Fleischmann-Pons announcement "without any preconceived opinion."

But the new theories should not justify any reassessment of the European Community's overall nuclear fusion policy. The Oxford-based, EC-backed European Torus project, which produces fusion at temperatures of millions of degrees, costs about 275m a year, and its successor is expected to be even more expensive.

Prof Colombo, who also directs research into "renewable" power sources, was strikingly optimistic about the prospects for a breakthrough in solar energy. "I believe that Italy could get 10-20 per cent of its energy from solar sources by 2020," he said.

"Although solar energy is not competitive with fossil fuel at present values, the price of oil is bound to get much higher as time goes by."

Italy's interest in both fusion and renewable energy reflects its overwhelming dependence on foreign energy sources (to the tune of more than 80 per cent) and the fact that its voters renounced current nuclear fusion technology in a 1987 referendum.



Walters: US anxiety

Bonn cool on new US envoy

By David Goodhart in Bonn

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Cigna's Irish link

Cigna Corporation, one of the largest US insurance companies, is to set up a medical claim processing centre in Ireland, writes Kieran Cooke in Dublin. Claim forms will be flown each day to the centre which will be linked by computer to a US data processing installation. This will then send cheques to claimants. The time difference between Ireland and the eastern US will enable Cigna to add five hours to its processing workday.



WORLD TRADE NEWS

# Lesotho looks to \$2bn dam for economic lift

Peter Montagnon reports on a project for which South Africa is the sole customer

RAISING \$1bn in foreign loans would be enough of a headache for any developing country in today's difficult markets. For the tiny African state of Lesotho, so poor that it depends almost entirely on concessional aid, it is a major challenge.

Yet the Lesotho Highlands Development Authority (LEDA) is preparing to raise \$1bn to this amount as part of the financing for its ambitious development scheme under which it will eventually supply water at a rate of 70 cubic metres a second to the Vaal triangle industrial area south of Johannesburg in neighbouring South Africa.

Much of the money will come from the World Bank and official export credit agencies, but there will also be a large dose of commercial bank finance. Raising it has been complicated by the involvement of South Africa as backer of the scheme and its sole foreign customer.

Atlantic will be diverted north in a series of tunnels down through the mountains into South Africa's Ash river.

The project has been under consideration for some 30 years, but only now has it begun to take shape. In the hope of a slice of the action, contractors from such far-away places as Turkey and Taiwan are lining up with their South African and European competitors to register bids by the cut-off date next month. All have been told financing arrangements will be crucial to the award of the work.

For Standard Chartered Merchant Bank retained by LEDA as financial advisers to the scheme there is a particular challenge. It has to persuade potential lenders to stump up long-term funds for a project whose sole customer will be South Africa, a country with serious debt problems of its own and stunned for political reasons by the international financial community.

To skirt the problem it has devised a complex financing structure under which the World Bank will rank on an equal footing with other offshore lenders. Essentially there will be four separate sources of funds for the project. The World Bank itself has offered \$500m but hopes are it will eventually lend up to \$100m; on present estimates export

credit agencies should put up some \$275m with additional funds coming from national aid donors - even South Korea and Taiwan are to be asked to consider aid finance later this spring. The balance will be met with offshore commercial bank finance and loans in rand raised through South African banks with a Pretoria government guarantee.

**Under a treaty signed in 1986, South Africa has assumed responsibility for the costs of water transfer**

How these two last components will be split will depend heavily on who wins the final contract. The water supply scheme is a labour intensive project which will carry a large amount of local costs. Lesotho's currency, the Loti, is fully backed by the Rand to which it stands on a par.

Especially if most of the suppliers are South African it would make sense for the bulk of the financing to be in rand. Yet LEDA is determined to raise a large portion of the local costs in offshore currencies, not least because even

so-called "local costs" will place an indirect burden on the rand area balance of payments. Machinery has to be purchased by local suppliers and fuel has to be imported to run it.

Under a treaty signed between South Africa and Lesotho in 1986, South Africa has assumed responsibility for the costs, including debt service in any currency, of that part of the project relating to water transfer. Lesotho will bear responsibility for an associated hydroelectric power scheme to be financed mostly with aid money and will end its almost total dependency on South Africa for power supplies.

For lenders this means that the risk carries a basic South African flavour even though it is actually the LEDA which is raising the money.

To distance the financing from both the economic and political problems connected with South African loans, a trust fund is to be established in the UK. This fund will receive debt service payments from South Africa and channel them on a *pari passu* basis to all lenders.

One result will be to free lenders of any direct commercial relationship with South Africa. The US government, normally very strict in this regard, has indicated it is a structure which will allow the

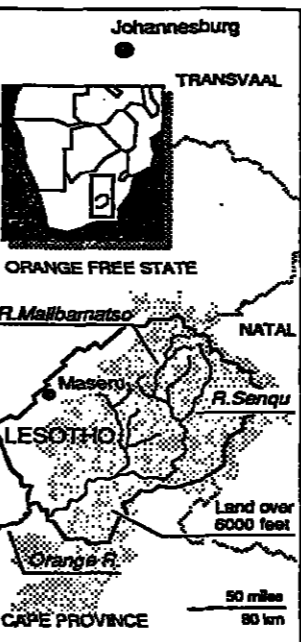
project to be considered for both Eximbank credits and aid. All creditors will also be treated equally by the fund. South Africa, which already has a treaty obligation to make debt service payments available, will automatically fall foul of both export credit agency lenders and the World Bank if it falls into arrears.

Despite its debt problem, it has always serviced export credit agency debt on time. Though it is not itself a borrower from the World Bank it is a member of that organisation and is unlikely to want to incur the opprobrium that a default would bring.

The signs are that this structure has proved adequate to generate some real interest from commercial banks whose participation is vital.

LEDA has been able to appoint a number of "preferred banks" to study the project: Banque Nationale de Paris and Banque Indosuez in France, Dresdner Bank in Germany and Hill Samuel in the UK. Soon it will also nominate a bank to advise a strong contingent of Italian bidders, though this will not be an Italian institution.

There will always be some who regard the whole scheme as a backdoor way of allowing South Africa to regain access to world capital markets. But the project's promoters say it



# British exports to South Africa up 13% last year

By Michael Holman, Africa Editor

BRITAIN'S exports to South Africa increased by 13.3 per cent in 1988 while sales to Nigeria fell 18.9 per cent, according to the annual report of the London Chamber of Commerce's Tropical Africa section.

The two countries are Britain's largest trading partners in Africa.

UK exports to South Africa reached £1,075bn last year, but sales to Nigeria dropped to £390m, the lowest for more than 10 years.

The report makes no comment on Britain's trading relationship with South Africa. But the figures suggest businessmen are responding to the British Government's advocacy of more trade with Pretoria.

Excluding South Africa, Britain had an "indifferent trading year" with the 44 sub-Saharan countries, says Mr Kenneth Ward, chairman of the Tropical Africa Committee.

"The UK still appears not to be exploiting the African economies which are on the mend," writes Mr Ward in the preface. "The value of two-way visible trade increased by an insignificant £117m or just 2.75 per cent, which probably represents a reduction in real, or volume terms."

He notes that while UK exports to 16 African countries increased in 1988, they declined in 25, including Ghana (down 8.7 per cent) and Mauritius (down 13.1 per cent), where economies are growing.

UK exporters made progress in some Francophone states - Senegal (up 24.4 per cent), Ivory Coast (up 16.4 per cent) - but "overall, this is not a picture from which much satisfaction can be gained."

● BIAO-Afrifbank of France has agreed to assist the financing of US exports through its network of subsidiaries and affiliate banks in 18 African countries, Nancy Dunne reports from Washington.

Under an agreement with the US Export-Import Bank, BIAO-Afrifbank may make fixed-interest, medium-term loans worth more than \$300,000 to finance sales of US manufactured equipment and services. The French institution may also use Eximbank guarantees to cover fixed or floating-rate loans in US dollars or French francs.

# Gatt to start regular trade policy reviews

By William Dullforce in Geneva

THE COUNCIL of the General Agreement on Tariffs and Trade yesterday formally approved plans to start regular reviews of countries' trade policies and endorsed improvements to Gatt's dispute settlement mechanism.

The European Community immediately claimed that, if the revised dispute procedure meant anything, the council had to adopt an important panel ruling against the US for discriminating against foreign companies in the handling of patent infringement cases.

However, the US blocked council approval for the third time running, even though the EC request was strongly supported by 16 other countries. Washington has argued the panel findings have wide-ranging consequences for other countries' trade policies.

The EC said yesterday the findings were strictly limited to the application of section 337 of the US Trade Act to patent cases. US failure to endorse the panel report could have negative repercussions on Gatt's Uruguay Round where protection for intellectual property rights is an issue of contention between industrialised and developing countries.

Canada also clashed with the

US. First, it complained that Washington was planning Gatt-breaching action, to hasten Canada's compliance with a ruling against a ban on exports of Canadian salmon and herring to the US. Second, it followed the EC in asking Gatt permission to retaliate against the US, because of Washington's failure to comply with a ruling that the US "Superfund" oil levy discriminates against imports.

The Gatt council yesterday put the stamp on measures to reinforce the multilateral trading system agreed by trade ministers at their mid-term review of the Uruguay Round in Montreal in December, but put "on hold" until the farm trade reform row was settled.

Time limits are being introduced to Gatt's dispute settlement process. The new rules apply only to complaints submitted after May 1 this year.

Gatt will start its trade policy reviews with the US later this year.

The US, EC, Japan and Canada will be subject to review every two years, the 18 next biggest traders at four-year intervals and the others every sixth year. Meetings of Gatt ministers will be held at least once every two years.

# Nicaragua agrees deal for Soviet airliners

By Hugh Carnegie in Managua

AERONICA, the national Nicaraguan airline, is shortly to take delivery of a TU-154 Soviet jet airliner, and two AN-32 turboprop transports in a deal worth roughly \$3m (£31m). Tim Coome reports from Managua.

The jet aircraft will be used to improve services on Aeronica's international routes to Panama, Mexico and Guatemala while the turboprops will be used on inland routes.

Aeronica presently uses two Boeing 727s, for its international flights and World War II vintage C-46 and C-47s and one Casa Aviocar for local services.

The US trade embargo on Nicaragua prevents Aeronica from flying to the US, but

according to Mr Julio Rocha, Aeronica's general manager, negotiations are underway to open a new route to Canada.

● The East German state airline Interflug will start flying two Airbus A310 passenger jets on routes to Havana, Peking and Singapore from July, reports the official ADN news agency.

East Germany agreed last July to lease three Airbus aircraft to be used on a consortium of French, West German, British and Spanish companies.

The Interflug aircraft will be able to carry 208 passengers and have a range of 9,760 km. ADN did not say when the third Airbus would be brought into service.

# Palestinian farm exports to EC run into problems

By Hugh Carnegie in Jerusalem

THE FIRST season of direct farm produce exports from the Israeli-occupied West Bank and Gaza Strip to the European Community has fallen disappointingly short of targets set last year, but EC officials and producers say they will persevere next season.

After a long diplomatic battle with a reluctant Israel to win direct export rights for the Palestinians, the EC was dismayed when the first two shipments in December, of 1,100 tonnes of grapefruit from Gaza and 40 tonnes of subergines and peppers from the West Bank, ran into a series of problems which left exporters angry and out of pocket.

Subsequently, two loads of Valencia oranges, totalling 1,250 tonnes from Gaza were shipped to Rotterdam and nearly 50 tonnes of subergines and peppers went to France from the West Bank. EC officials said these were sold successfully at good prices.

However, the amount reaching European markets was

nowhere near the 16,000 tonnes which Gaza producers originally contracted to ship between December and April.

Problems included delays at Israeli ports, spoiling of produce en route and disputes with Israeli growers about marketing. Mr Hashem Ata Shawa, chairman of the Gaza Citrus Producers Union, said two shipments of oranges had to be cancelled after preparation was disrupted by lengthy customs during the Palestinian uprising. Frost damage had also been a factor. He said one further shipment of oranges might be possible this season.

The difficulties at the destination seem to have been smoothed. Mr Shawa said producers had lost money on the December grapefruit shipment after a row with the wholesaler, but had received payment for the two subsequent orange loads, albeit after some delay in one case. "It was a difficult beginning, but we hope next season will go better," Mr Shawa said.



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donation of just £25 (for European destinations) or £50 (for International destinations) to receive your second ticket. It could be just the break your partner needs. It's certainly a break the children need. For full details, talk to your travel agent today or telephone British Airways on 01-897 4000.

SUBJECT TO GOVERNMENT APPROVAL AND THE TERMS AND CONDITIONS OF THE OFFER.



# A Visionary LEAP Across

All is not well with information technology in business.

Certainly, the time and cost benefits of IT are now well recognised. But a NCC survey shows that only 28% of managers believe they are using IT successfully.

Worse still, a recent Computer Weekly survey reveals that 43% of systems are being delivered late; a further 45% are delivered over budget.

Bad news for business.

Especially as computer and communication technologies are becoming ever more critical for improving management control and customer service.

## "Make mine a BMW"

So, why is IT not being permitted to deliver its benefits to business? Is it a technical problem?

No, it's a people one.

The talent pool is not growing fast enough. You see evidence of it every weekend, in those far recruitment sections in the Sundays; a lot of money chasing too few people.

And just round the corner is a serious decline in our school output (33% drop from '83 to '93).

New entrants into IT can therefore be very selective (and demanding) about their potential employers.

Meanwhile, the increasing sophistication of IT only exacerbates the problem. To maintain your computers and communications, you now need an army of IT specialists.

Not only are they able to command hefty salaries, a single IT environment is unlikely to stretch them; they quickly become bored.

Before you know it your company name is back in the recruitment sections.

## The vulnerable Chief Executive

So what is UK management doing about the IT skills gap? Depressingly, not a lot.

In the time-honoured way it treats the symptoms, not the causes.

Typically it increases salaries which only adds to spiralling IT budgets. Meanwhile high staff turnover causes projects to slip, which leads directly to user dissatisfaction. Both problems pitch up on the Chief Executive's desk attached to urgent pleas for action.

The company sails on. But, without an efficient IT resource, it's badly holed.

(And captains of industry have an uneasy time aboard leaking ships.)

So, if IT is now the prominent source of strategic leverage, what can be done?



# The I.T. SKILLS GAP.

## The Vision

The answer – a radical change in business attitudes and practice in relation to IT.

Firstly, immediately shift specific functions such as systems maintenance and operation, or even whole IT functions, out-of-house to companies specialising in providing IT services.

Secondly, concentrate on those systems and projects which contribute DIRECTLY to the achievement of your business objectives.

Next, raise the level of IT literacy of your senior managers (and yourself?) so that you and your colleagues can make informed decisions about how and where IT can most effectively contribute to your operational efficiency.

Finally, look at HOW your IT budget is being spent. (Typically up to 70% will be committed to maintaining and running out-of-date systems; think what could be achieved if even part of it was released to work on current and future projects.)

## The Reality

So, is Hoskyns saying we've closed the IT skills gap?

No. But we HAVE made a start. Over the past 25 years we've built up and trained one of Britain's best IT workforces (over 3000 strong). And we've weaned them on a rich diet of assignments which include projects for most of the Times Top 500 companies.

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OVERSEAS NEWS

Takeshita shifts Recruit spotlight on to Nakasone

By Stefan Wagstyl in Tokyo

MR Noboru Takeshita, the Japanese Prime Minister, yesterday shifted the Recruit scandal spotlight on to Mr Yasuhiro Nakasone, the former prime minister in a dramatic parliamentary manoeuvre.

Chinese premier Li Peng, at the start of a five-day visit to Japan yesterday, called for more Japanese investment in China during talks with Prime Minister Mr Noboru Takeshita, Reuter reports from Tokyo.

When he was prime minister, the prosecutor is investigating claims that Mr Nakasone helped Recruit expand its business into telecommunications by promoting its links with Nippon Telegraph & Telephone, which was then wholly state-owned.

France beats hasty retreat over intervention in Lebanese crisis

By George Graham in Paris

FRANCE yesterday staged a hasty diplomatic retreat over Lebanon, amid mounting criticism of its improvised attempt to assist the country's Christian population.

The scandal concerns financial support given by Recruit, a business information company, to leading politicians and others in public life. An investigation by the public prosecutor, which has led to 13 arrests, has focused on the sale by Recruit of cut-price shares in Recruit Cosmos, a subsidiary.

Foreign investment in Taiwan, particularly from Europe, has picked up sharply after slumping in 1988 because of a soaring currency, wage increases and labour militancy, the government's Investment Commission said yesterday, Reuter reports from Taipei.



Australian troops at the Namibia-Angola border prepare to receive Swapo guerrillas. None has yet turned up at a UN reception point for transportation into Angola

Nujoma tells men to enter Angola

By Our Foreign Staff

MR Sam Nujoma, leader of the South West Africa People's Organisation (SWAPO) yesterday began broadcasting appeals to his fighters to return to neighbouring Angola, but made no mention of the nine UN-administered border points.

ance of the peace plan for the territory, are supposed to report to the police. They would then be transported to camps at least 90 miles inside Angola. More than 260 guerrillas and 27 security force members were killed during fighting this month.

UN officials denied the agreement. Western diplomats in Namibia condemned the intervention plan as a violation of the spirit of the ceasefire agreement.

Investors make tracks for Taiwan

FOREIGN interest in investment in Taiwan, particularly from Europe, has picked up sharply after slumping in 1988 because of a soaring currency, wage increases and labour militancy, the government's Investment Commission said yesterday, Reuter reports from Taipei.

Hong Kong securities watchdog is approved

By Michael Murray in Hong Kong

HONG KONG'S Securities and Futures Commission (SFC) and the new watchdog body for the local securities industry, will start up on May 1, following yesterday's passage of the SFC Bill through the colony's Legislative Council, which was accompanied by calls to avoid over-regulation.

Fiji's premier to retire

Fiji's interim Prime Minister Ratu Sir Kamisese Mara, 68, is expected to retire in December when his term of office ends, agencies report from Suva.

Voters and analysts alike view budget with suspicion

AUSTRALIA'S Labor government last night set about selling a vote-catching package of tax cuts and pay rises with all its customary flamboyance.

Australia's budget has met criticism from economists and cynicism from electors, reports Chris Sherwell

Ministers billed the tax cuts and higher social security payouts as the biggest in the country's history, and the plan to link pay rises with work practice reforms as the most far-reaching overhaul of the labour market since the turn of the century.

But he reaffirmed the government's "ambitious" commitment to achieve a lasting turnaround in the "unsustainably high" current account and external debt imbalances.

India declines to turn to IMF

By K.K. Sharma in New Delhi

INDIA will continue to make substantial commercial borrowings on the world's capital markets this year rather than take a loan from the International Monetary Fund to tide it over its severe balance of payments problems.

It is widely believed that the Government is postponing seeking IMF assistance as it would be politically embarrassing with general elections due to be held by the end of this year.

cit has widened significantly, mainly because of a rising trade gap and repayments of foreign debt and interest, which account for over 24 per cent of export earnings.

Malaysia's rich mix to whet the business appetite

Wong Sulong reports on a country which is steadily easing the path for the foreign investor

IF YOU want to put your money in Malaysia, old investors tell you, now is the best time. The country has come out of its deep recession of 1985, with three consecutive years of good growth. It has taken some bitter medicine, through falling living standards, high unemployment, bold government spending cuts, and has emerged with renewed competitiveness. The Malaysian ringgit has fallen more than 30 per cent in three years, but is stabilising.

There is now an appreciation that helping businessmen, foreign or local, to make money is not something vulgar or treacherous. Hence, it is now much easier to secure approvals to set up a factory or an office. If you operate a manufacturing concern, getting five work permits for expatriate staff is no problem - more if your case is judged reasonable.

However, this is no longer compulsory - although it is not clear whether this concession will continue after 1990. Being resource-rich, Malaysia welcomes proposals that add value to its produce. Agro-based industries, aquaculture and petrochemicals are priority projects, as are manufacturing for export as well as tourist-related ventures.

for a young engineer or accountant with two to three years work experience. The same goes for a good secretary. Productivity is excellent and depends on how labour and production schedules are organised. Matsushita and Miztel enthuse about the productivity they get from their Malaysian workers.

country from independence from Britain in 1970 until his 1987 election defeat by Dr Timor Davudra's Indian-majority coalition.

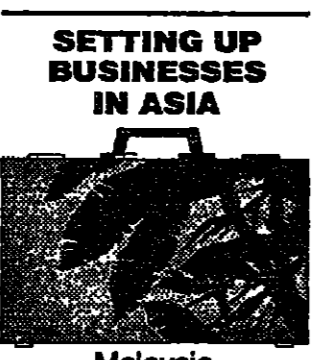
reluctant to accept elections that could give Israel the chance to pinpoint its main opponents. PLO leaders recall the 1976 municipal elections, when pro-PLO personalities won but were later either expelled or removed from their posts by the Israeli authorities or maimed in attacks by Jewish extremists.

Arab leaders seek to counter Shamir plan

By Laimis Andoni in Amman

PRESIDENT Hosni Mubarak of Egypt and Mr Yassir Arafat, the leader of the Palestine Liberation Organisation, are converging on Jordan in an attempt to co-ordinate policy before King Hussein's visit to Washington next week.

Although the three have responded in different tones to Mr Shamir's proposals, they all want to persuade the US to put its weight behind the idea of an international conference to resolve the Arab-Israeli conflict. They have criticised Mr Shamir's election plan as a tactic to deflect US and international attention from what they see as the main issues: the Israeli occupation of the West Bank and Gaza and their belief that Israel should exchange land for peace.



versal 1970-1990 New Economic Policy, Malaysia is well poised for take-off as a future newly industrialised country.



Egypt's President Mubarak meeting Hussein and Arafat



OVERSEAS NEWS

# Trade hawks in dog-fight over the FSX

Stefan Wagstyl on the logic behind the rhetoric concerning the US-Japanese fighter

THE US and Japan have fought in the past over technology. But they pale beside the fight over the planned joint development of the FSX military aircraft.

Under the terms of an agreement signed in the last few weeks of the Reagan Administration, the two countries are to develop jointly a new fighter, based on the US F-16. But one of the first acts of President George Bush was to order a review of the project which is now dragging into its third month.

The arguments in Washington have ranged widely over political, economic and military relations between the two countries. But a key element of the dispute is increasing doubts in the US over the wisdom of handing over to Japan American technology embodied in the aircraft.

Trade hawks in Washington believe that in transferring information to the Japanese aerospace industry the US may be sacrificing its commercial interests for the sake of its military alliance. In particular, they argue that US technology may help Japan build a commercial aircraft industry to rival America's.

The Pentagon, which stands by the deal, says this is not true. So does Japan which is getting increasingly annoyed about the new administration's attitude. "This has some seeds of distrust in the US-Japan relationship," says one Western diplomat in Tokyo. Mr Takaaki Yamada, executive vice president of Mitsubishi Heavy Industries, says Japan will have to be more careful in future about entering joint development projects.

Under the terms of the agreement, the US promised to transfer to Japan the designs for the F-16 developed by General Dynamics, a US military contracting company. For its part, Japan would make available to the US all the modifications carried out during the FSX's development.

This includes two especially valuable innovations - a miniaturised radar system and the ability to produce an entire wing out of just two pieces of carbon-fibre reinforced material, which is both lighter and stronger than aluminium.

Japan will pay just \$40m to the US for F-16 technology which cost \$3bn-\$7bn to develop. On the face of it, this seems a bargain, as the trade hawks argue. But Japanese industry executives answer that the technology in F-16 is

Year	Growth in Aircraft Production			
	Total (Yen/bn)	Military(%)	domestic civilian(%)	export(%)
1983	345.9	78	11	13
1984	434.2	82	8	10
1985	543.4	85	7	8
1986	505.1	83	8	8
1987	542.5	80	11	9
1988	536.8	73	11	9

Source: MITI

old, since the aircraft dates back to the late 1970s. General Dynamics has itself developed a more advanced version which it is not going to share with Japan.

Nevertheless, the F-16 technology does include valuable items, notably sophisticated computer codes - called source codes - which enable a pilot to control an aircraft through electronic rather than hydraulic instruments. Japan has its own version installed in an experimental craft called the Control Configured Vehicle or CCV. But this is regarded by both US and Japanese military experts in Tokyo as being primitive in comparison with the flight- and combat-tested F-16.

Another crucial American contribution to the FSX will be engine technology. Japan is well behind the US and Europe in developing jet engines. The most powerful domestically-produced engine is one made by Ishikawajima-Harima Heavy Industries, with a maximum thrust of 3,680 pounds, against 25,000 pounds needed for a jet fighter. Japan will be free to choose between engines supplied by Pratt & Whitney and General Electric for the FSX. But it will not be allowed to play the two companies off against each other to win increased access to technology.

Key parts of the engine will be supplied as black box items - that is, finished products - and excluded from the co-development programme. The same applies to some other of the most advanced components in the F-16, including source codes. US military experts in Tokyo say that in over 30 years of producing American military aircraft under licence, Japan has never broken open a black box and stolen technology.

The other side of the agreement is the technology which will be transferred from Japan to the US. As the Japanese point out, this will be handed over free, with no restrictions on its application within the US to other projects, including commercial ones. The US Defence Department rates this Japanese know-how very

highly, particularly the phased-array radar, developed by Mitsubishi Electric.

This is a radar capable of tracking several targets and simultaneously directing fire. US military experts in Tokyo say the only similar radar in the US small enough to be installed in a fighter is still in the laboratories at Texas Instruments and at Westinghouse. Mitsubishi's model has been test-flown over 60 times.

In composite materials the Japanese lead is less dramatic. The techniques, involving treating and baking a mixture of carbon fibres and resins, are familiar around the world. But making anything as large as a wing requires very precise control of the chemical reactions involved.

Western military experts in Tokyo say a US company might also be able to apply the technique to making whole wings but the development costs would be high.

Neither side is giving the

other technology which it would otherwise find impossible to develop. The Japanese have CCV, the US has a laboratory version of miniaturised phased-array radar. But the transfers will save both sides a great deal of time and money. Japan estimates that the FSX will cost ¥165bn (¥733m) to develop. Even if this proves too low, as is widely expected, the development budget will be a fraction of the cost of independent development. For example, Israel's Lavi fighter was scrapped because it was too expensive after the equivalent of ¥200bn was spent. The US's savings will be smaller. But the cost of developing composite-material wings alone has been put at several hundred million dollars.

However, the US trade hawks say that the balance of advantage on the FSX project itself is only half the story. They claim that Japan will be profiting from the deal by transferring know-how to other fields, especially civil aerospace.

The Pentagon denies this. So does Mitsubishi's Mr Yamada who says military and civil aerospace design are completely different. He may be right with regard to direct technology transfers. But Japanese companies have in the past derived indirect benefits from applying military technol-

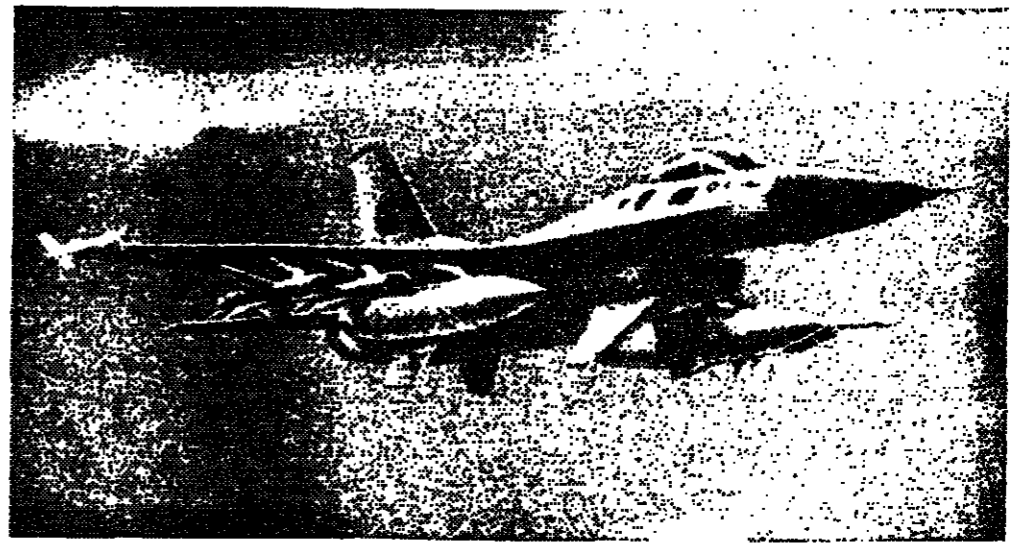
ogy to civilian fields - Mitsubishi makes the MU-300 business jet on the F-15 production line, for example.

Nevertheless, if such transfers posed a threat to US aircraft manufacturers, then Boeing and McDonnell Douglas might be expected to be leading the protests against the FSX. In fact they have thrown their weight behind the deal.

The truth is that Japan already has a moderately advanced aerospace industry. It has been held back from joining the US and Europe in the front-rank not just by a lack of technology but also by an awareness of the commercial risks of plunging into a high-cost market.

Japan has produced aircraft from US designs since 1964, honing production engineering skills which are regarded as good as any in the world. Boeing, the world's largest aircraft-maker, buys parts from 200 Japanese companies, including Mitsubishi, which makes fuselage and wing sections. It is a commonplace in the aircraft industry that F-15s built under licence in Japan are more reliable than the same aircraft made in the US.

Japanese companies have made no secret of their desire to make the leap from producing civilian aircraft under licence to independent development. The Ministry for Interna-



An artist's impression of the US-Japanese FSX fighter aircraft

tional Trade and Industry said 20 years ago in an industrial policy document that aerospace would be a future pillar of the economy.

However, the ministry's ambitions have yet to be fulfilled. Japan independently developed a commercial aircraft in the 1980s, the 60-seater YS-11. But only 122 were sold. MITI since 1977 has financed the development of a STOL - short take-off landing - and completed test flights earlier this year, but it will not be put into production mainly for lack of potential customers.

Mr Yamada says it takes a very long time for a newcomer to acquire enough credibility

in the international market to make a commercial success of making civilian aircraft. So far at least another 10-15 years, Japan could not independently develop a large jet, with 100-plus seats, he says.

It might be possible to build a smaller aircraft, but only if there was sales potential for it. "I don't think the time is right now."

As a result, Japanese companies are keen on expanding joint development programmes. Three groups - Kawasaki Heavy Industries, Ishikawajima-Harima Heavy Industries and Fuji Heavy Industries - belong to an international consortium to

build the V2500, an engine for 150-seater aircraft. Also, Japan is a minority partner in a project to build a new Boeing, the 150-seater 737, and is separately looking for US and European companies to share the cost of developing a 75-seater, the YSX.

In each case, Japan's present and future partners are aware of Japan's track-record in capturing world markets from Western companies. But so far this has not prevented them from co-operating with Japanese companies out of fear of losing a technological lead. Financial logic has driven the West into joint ventures, as it should with the FSX.

# 1.

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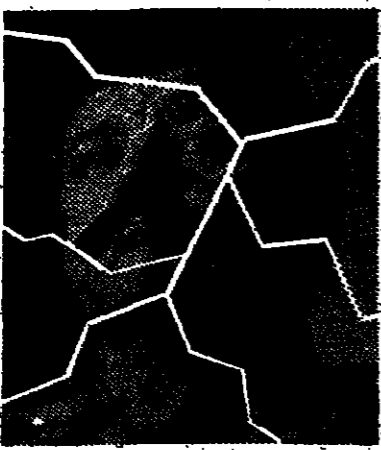
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'Perhaps the bravest man I ever knew... and now, he cannot bear to turn a corner'



Six-foot-four Sergeant 'Trot' STYVA, DCM, was perhaps the bravest man his Colonel ever knew.

But now, after seeing service in Aden, after being badly wounded and embattled in Northern Ireland, Sergeant cannot bear to turn a corner. For fear of what is on the other side.

These men and women have given their minds to their Country, if we are to help them, we must help them. Our own help is not a doubt, and with a hope in the future. The debt is owed by all of us.

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SAVINGS CERTIFICATES



AMERICAN NEWS



The B2 stealth bomber, which has greatly boosted Northrop's revenues, at the company's Californian headquarters

Northrop denies component fraud

By Lionel Barber in Washington

NORTHROP Corporation, the Los Angeles-based defence manufacturer, yesterday vigorously denied federal grand jury charges that it falsified tests on components used for nuclear-tipped Cruise missiles and the naval Harrier jump jet.

The grand jury indictment includes a total of 167 fraud charges and other counts against Northrop, two current employees and three former company workers. Northrop faces a possible fine of more than \$30m in the case.

The indictment represents a damaging setback for the company which manufactures the B-2 stealth bomber and is bidding, with McDonnell Douglas, for the lucrative Advanced Tactical Fighter project, to supersede the F-15 fighter.

Northrop already faces charges in two other civil cases for alleged falsification of tests on the Cruise missile part, and on parts for the multi-warhead MX missile. Separately the Justice Department is investigating payments involving Northrop and South Korea during the company's attempts to sell S-20 fighters to Korea.

The US Air Force and Navy are reviewing whether they need to replace any of the weapons involved in the grand jury investigation.

The charges involve the flight data transmitter for the Cruise missile. They allege that two senior Northrop managers supplied transmitters that froze at temperatures between minus 40 and minus 50 degrees Fahrenheit.

Northrop called the charges unwarranted yesterday and said "the company strongly disputes any allegations of criminal behaviour by the division or these employees."

The criminal case could not have come at a worse time for the Defence Department,

which is struggling to fend off proposed cuts in its budget this year and to restore credibility to its procurement procedures.

An unfolding Justice Department investigation into Department procurement procedures, notably the verification of the ruling party's defeat in the vote for the local delegate from the township of Benito Juarez, a community of 3,000 Chontal Indians in the municipal district council. When members of the fledgling opposition Party of the Democratic Revolution (PRD) occupied the electoral headquarters, the authorities' response was to drop tear gas and seal the premises.

The trouble began when PRI election officials proposed suspending the voting when 400 supporters of the PRD, which is led by Mr Cuahtémoc Cárdenas, were waiting to vote. Confident of victory, PRD activists had gathered in the electoral headquarters, in a schoolhouse, to stop the officials from tampering with the ballot boxes. Late that night officials counted the votes - 740 for the PRD to 607 for the PRI.

US spending plans for plant rise sharply

By Anthony Harris in Washington

US BUSINESS spending plans for plant and equipment in 1989 have been revised upwards sharply since the last official survey in December, the Commerce Department reported yesterday.

The increase is now put at 9.1 per cent, against 6 per cent in the December survey, with growth led by the transport sector. The current boom is mainly in new aircraft. Nevertheless, the total is a surprising result amid signs that the US economy is slowing because of high interest rates.

Part of the increase is due to an expected 2.4 per cent increase in capital goods prices, which were virtually unchanged in 1988; and spending is expected to peak in the current quarter, and turn flat in the second half of the year.

In real terms, the planned increase of 6.1 per cent is less than two percentage points higher than was suggested in earlier surveys. Even so, it is more than double the expected growth in the economy, but well below the 10.1 per cent achieved in 1988.

In real terms the planned increase is now put at 7.7 per cent for non-manufacturing, led by transportation, and 4.1 per cent for manufacturing. Durable goods industries plan an increase of only 3 per cent, but expansion in the paper and chemical industries has raised the total for non-durables to 5.1 per cent.

AP-DJ reports: Prof Lawrence Klein, the 1980 Nobel prize-winner in economics, told a US Congressional committee that he believes inflation rates will probably increase in 1989, compared with 1988, but said this was not a cause for "extreme concern at this time."

Venezuelan inflation up record 21% in March

By Joe Mann in Caracas

VENEZUELA'S GENERAL price index rose by 21 per cent during March, according to the Central Bank, the highest monthly increase on record.

The bank reported that the key price index for the country - the cost of living for the Caracas metropolitan area - rose by 25.3 per cent during the first quarter of this year, compared with full-year increases of 35.5 per cent in 1988 and 40.3 per cent in 1987.

Prices for goods and services have climbed steeply in Venezuela since the government of President Carlos Andrés Pérez removed controls on most prices over the last two months. For example, prices have risen by 50 to 100 per cent for many basic foods and household items, cars and lorries, spare parts, domestic air fares, petrol and other items.

The Central Bank last week set maximum interest rates for commercial loans at 35 per cent, up from 12 to 13 per cent earlier in the year. Also, the government has approved a new wave of fare increases for electric power, telephones and other public services.

In some cases, new prices have reflected a recent devaluation of the bolivar. In others, however, businesses are believed to have raised prices excessively, drawing fire from the government, consumers and the press. Price gouging at the end of February by owners of free-lance local transport and regular buses sparked riots that shook Venezuela for a week, leaving around 300 dead and thousands injured.

Students recently staged violent protests to call for general price reductions, raising fears that widespread violence might explode once more.

PRI shows its heavy hand in Tabasco

By Lucy Conger in Villahermosa

THE ADMINISTRATION of Mexican President Carlos Salinas de Gortari has indicated that it intends to take a tough line against political opposition by its heavy-handed approach to a local election in the southern state of Tabasco last week.

The affair can only increase doubts about Mr Salinas's campaign pledge to modernise Mexican politics by honouring opposition victories against the ruling Institutional Revolutionary Party (PRI).

Electoral officials blocked the verification of the ruling party's defeat in the vote for the local delegate from the township of Benito Juárez, a community of 3,000 Chontal Indians in the municipal district council. When members of the fledgling opposition Party of the Democratic Revolution (PRD) occupied the electoral headquarters, the authorities' response was to drop tear gas and seal the premises.

The trouble began when PRI election officials proposed suspending the voting when 400 supporters of the PRD, which is led by Mr Cuahtémoc Cárdenas, were waiting to vote.

Confident of victory, PRD activists had gathered in the electoral headquarters, in a schoolhouse, to stop the officials from tampering with the ballot boxes. Late that night officials counted the votes - 740 for the PRD to 607 for the PRI.

Reluctantly agreeing to verify the outcome, the officials then failed to provide the seal required to formalise the victory. Next day, riot police stormed the schoolhouse, releasing the election officials and detaining ten residents. An angry mob then sacked the school, burning furniture and burning police files.

The next day, some 150 helmeted police armed with machine guns, shotguns and tear gas launchers, stormed the town again, taking into custody another ten people - five of whom were later released.

Officials publicised statements made by the detained PRD activists charging Mr Andres Manuel Lopez Obrador, the party's leader in Tabasco, with inciting violence. Police later detained a PRD leader in Tepetitán, Mr Lopez Obrador's birthplace, last Tuesday, two days before municipal elections were to be held there.

PRI municipal officials then postponed the ballot, which almost undoubtedly would have been won by the PRD.

Later last week detained PRD supporters revoked their earlier declaration, saying that they had been forced to sign them by police beatings.

For their presumed role in the sacking of the police station the state has lodged formal charges against the ten detainees: "terrorism, sedition and destruction of property." But PRD defence lawyers said that nine of the accused were already in police custody before the mob destroyed the police station.

This year, electoral officials of the PRI had annulled the results of balloting in the small towns of Tepetitán and San Fernando after the PRD had won municipal posts, Mr Lopez Obrador said.

The PRI seems worried about the increase in opposition strength in the state, traditionally one of its firmest strongholds. In last November's poll for the governorship Mr Lopez Obrador probably secured 35 per cent of the vote, but was officially credited with only 20 per cent.

Opposition parties will challenge the PRI in municipal and state assembly elections in 14 states this year, further testing the administration's good faith.

The diplomatic ball falls into the Contra's court

Tim Coone, looks at the questions being asked about 2,000 missing persons in Nicaragua

THE rebounding ball of Central American diplomacy has landed squarely in the court of the US-backed Contras.

As the US Government and Congress prepare to authorise a further \$45m to maintain the 11,000 strong Contra army intact for another year, in the Nicaraguan capital Managua, a signal is being awaited that the Government's recent overtures to the rebel leaders are not just seeds of peace that have fallen on stony ground.

A month ago, an event happened which just one year ago would have seemed unthinkable: 1,894 former members of the notorious Nicaraguan National Guard (GN) were released from prison.

Senior members of the GN who evaded capture in 1979 later formed the backbone of the Contra army organised by the CIA to fight the new Sandinista Government, and which has been since overtly funded by the US Congress.

Those same leaders are now facing a possible collapse of their organisation, the Nicaraguan Resistance, under the growing momentum to put an end to the eight-year old war in the country.

Recently a Nicaraguan delegation arrived in Honduras, where most of the Contras have been holed up for the past year, to discuss the whereabouts of some 2,000 missing persons.

The delegation is comprised of representatives of the Nicaraguan National Assembly Human Rights Commission, a representative of the Catholic Church, and a representative of the National Reconciliation Commission.

The issue they are raising is a delicate, but extremely important one. For the Contras leaders claim that all of their troops are volunteers; none have been obliged to fight against the Sandinista Government they say. None the less, the abduction of thousands of peasant farmers and their families has been a standard method of recruitment over the years. Some have gone willingly, either hostile to, or disillusioned with the left-wing regime that came to power in 1979. Indoctrination, prolonged separation from families or outright terror have helped persuade many others that their lives and best interests are served by accepting their new circumstances - that of donning the US-supplied uniforms of the Contras. Should the prospects of peace however persuade them to declare their interest to return home to their farms the Contra cause will be well and truly lost.

Under the terms of the Central American presidential summit held in El Salvador



The Contras: facing the move from war to peace

A package of aid for the Contras has been put on a fast track through both Houses of Congress, AP reports from Washington.

Both the Senate and the House of Representatives are expected to vote tomorrow on the \$49.7m package, after two House committees gave it unusually rapid approval on Tuesday.

The package is designed to carry out a bipartisan agreement between President George Bush and Congress.

Under the agreement announced on March 24 at the White House, the money may be cut off if the rebels engage in human rights abuses or in offensive military action.

The bill requires no new money, instead transferring the aid funds from various Defense Department accounts.

last February, by mid-May a means of demobilising, retraining or relocating the Contras, albeit voluntarily, has to be worked out. The Contra camps will have to be opened up, and the recruits exposed to the alternatives available to them. The Contra leadership and the US Government, are emphatic that the army must stay intact, as a means of continuing to pressure the Nicaraguan Government. The reality of a choice for the recruits, however, may make that an impossible task.

"Nobody is being held here against their will" said one senior Contra commander last month when interviewed in a Honduran base camp last month. None the less, when told that three of four persons interviewed by two visiting US doctors wished to return to their families, he said that they were "subject to military discipline" and would not be allowed to leave.

The interviewees were teenage youths that had been working as volunteer medical

assistants in the Nicaraguan mountains, and who had been abducted by Contra units in July last year. Two of the youths, María de Los Angeles González and Diego Centeno, told the PR that they wished to leave, but were not allowed to.

The US doctors came on a humanitarian mission trying to locate the youths on behalf of their families. A report on the visit by the two doctors, Dr Tim Takaro and Dr Susan Cookson, stated: "We suspect that many people are held in a similar situation in the Contra camps."

The issue of the medical volunteers is becoming a test case for the new human rights policy that the Contras are now endeavouring to project. Over \$70,000 has been sunk into the Nicaraguan Association for Human Rights (NAHR) by the US Government over the past two years to act as a watchdog on the Contras and to ally Congressional fears over the end-use of the Contra funding.

According to Dr Takaro, the head of the NAHR, Dr María Ballesteros assured him that not only the three in question would be released shortly but others as well that were on a list of nine persons presented.

As diplomatic moves mount to encourage a demobilisation of the Contras, one of the latest being a "humanitarian summit" in Costa Rica, the fear of the Contra leadership is clearly that what might start as a trickle, might very rapidly turn into a flood.

As if preparing for the inevitable, a meeting in Guatemala this week, between leaders of the Nicaraguan political opposition and leaders of the Contras produced a joint declaration announcing that they "accept the electoral challenge" made by the Government, to hold general elections on February 25 1990. Their latest demand, however, is that Nicaraguans living abroad or in exile also be allowed to vote.

The Government, however, is resisting such a change to the electoral law, precisely to encourage the exiles' return.

Canada plans to tighten jobless benefits system

By David Owen in Toronto

THE Canadian government has unveiled proposals for an overhaul of the country's unemployment insurance system to enable it to allocate more funds to training programmes.

The plan, which is fiscally neutral, would tighten requirements to qualify for benefits, particularly in areas of low unemployment. The government hopes to implement the changes next January.

In all, the proposals are expected to yield some C\$1.5bn (946m) in savings. Some C\$800m will be directed towards existing training schemes, with the remaining C\$650m used to address equality and fairness problems with

the current system. The savings would be derived from tightening up in four main areas.

● The minimum period of work required to qualify for benefits will be increased, with the stipulations steepest in prosperous areas like southern Ontario.

● The maximum duration of benefits will be reduced.

● Penalties for those who voluntarily leave their jobs without cause will be raised.

● The maximum fine for defaulting the programme will be quadrupled to C\$9,000 per offence.

Opposition MPs branded the plans "morally shameful" for effectively forcing the unem-

ployed to pay for training programmes. The government, however, defended its position, maintaining that current Canadian minimum qualification requirements are among the least stringent in the world.

In 1988, the Canadian unemployment insurance system paid benefits of C\$10.85bn to some 6m claimants, with the programme financed 39 per cent by employers, 36 per cent by employees and 25 per cent by government.

Mr Michael Wilson, the Finance Minister, is expected to shift more of this burden on to the private sector as part of a stiff package of deficit reduction measures in his fifth budget later this month.

Overall, President Bush has appeared to be left behind in the propaganda battle with the Soviet Union. For all Mr Scowcroft's dismissive comments that the Soviet leader knows how to package things in an appealing way, Mr Gorbachev will have achieved more than public relations victories if he succeeds in further loosening Alliance ties. President Bush will have to be much more explicit than he has been when he visits Europe for the Nato summit at the end of May.

Bush review urges caution on Gorbachev

By Peter Riddell, US Editor in Washington

THE first, partial glimpse of the massive iceberg of the Bush administration's foreign policy reviews was revealed last weekend, and the verdict from some quarters was "status quo plus." But that would be both premature and misleading.

Only some of the recommendations of the inter-agency groups have been unveiled, while President Bush and his key advisers have yet to make their decisions.

Mr Bush's instincts are certainly cautious. The US president does not need for dramatic moves, and there is irritation in Washington with Soviet complaints about the slow progress of the reviews.

As Mr Brent Scowcroft, the president's national security adviser, has argued, the administration believes that the West has won and Communism has failed. So there is no need for the US to be hurried, especially since Mr Scowcroft anticipates a period of some stability in

international relations because of Mr Gorbachev's need to concentrate on his country's massive domestic problems.

Moreover, while the President's advisers have concluded that Mr Gorbachev is genuine in seeking to change the Soviet Union, they are much less convinced that Soviet international ambitions have changed. Hence the watchwords are prudence and caution. There is no Gorbachev-mania in Washington. One report apparently recommends that US policy should "not be designed either to help or hurt" Gorbachev.

This means hedging bets, looking for the Soviets to match conciliatory words with actions, especially in regional conflicts like Central America. The US was annoyed about Mr Gorbachev's failure last week in Cuba to announce cuts in military aid to Nicaragua.

There have been no decisions yet how far to go in arms control talks and there is little apparent enthusiasm for

retired General Andrew Goodpaster's suggestion of cuts of up to 50 per cent in US conventional arms in Europe.

Most interesting in the short-term is the US response to the rapid changes in Eastern Europe. Quite a stir was caused two weeks ago by reports that the administration was studying proposals by Mr Henry Kissinger, former Secretary of State, for a political settlement in Eastern Europe, recognising Soviet security concerns. There were European charges of "a second Yalta."

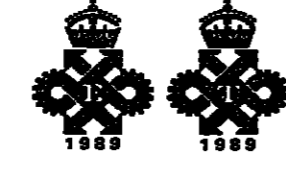
But the signs are that the review does not endorse the Kissinger plan and instead favours disagreement between advanced countries like Poland and Hungary and the remaining laggards.

Following last week's agreement between the Polish Government and Solidarity, the Bush administration is set to announce "various economic incentives to help foster prog-

ress," such as trade credits. There is talk of a more sympathetic attitude to Polish debt rescheduling and support for limited involvement by the International Monetary Fund in Eastern Europe.

The State Department has also taken a distinctive line on deaths in Soviet Georgia, urging Moscow "to use restraint in dealing with those exercising their legitimate rights to peaceful political expression."

Overall, President Bush has appeared to be left behind in the propaganda battle with the Soviet Union. For all Mr Scowcroft's dismissive comments that the Soviet leader knows how to package things in an appealing way, Mr Gorbachev will have achieved more than public relations victories if he succeeds in further loosening Alliance ties. President Bush will have to be much more explicit than he has been when he visits Europe for the Nato summit at the end of May.



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EUROPE'S BUSINESS NEWSPAPER



## UK courts' timid approach to European Community law

In the face of the overconfident and extremely free interpretation of European Community law by the EC Commission and the European Court, the attitude adopted by the UK courts appears distinctly different and timid. This contrasts with the attitude of German courts, which provide Luxembourg judges with more references than courts of any other member state, but jealously guard the fundamental rights of German nationals and residents, writes A.H.Herman.

The French courts have a different solution to the problem: they see no need of asking the European Court for interpretation of Community laws and regulations, the meaning of which seems clear to them. Two topical examples of the great variations in the interpretation of Community law are at hand. One is the opinion of Mr Advocate General Mischo (1) in the appeal of Hoechst AG, Dow Benelux N.V., Dow Chemical Iberica, Aludis S.A. and Empresa Nacional del Petrol S.A. against a decision of the Commission ordering searches in the premises of the five companies and another decision imposing daily enforcement fines.

The other example is provided in London by the judgments of the Divisional Court and of the Court of Appeal (2) concerning the British refusal to register foreign — mainly Spanish — trawlers as British fishing vessels, and preventing them from exploiting UK's fishing quota.

The first example — a side show to investigations which led to 17 chemical companies being fined a total of Ecu 37m (327m) — has its roots in an attempt by the Commission to stage a down raid on the Frankfurt headquarters of Hoechst, one of the three big German chemical companies, to obtain evidence of a suspected polyethylene cartel. This was prevented by an injunction obtained from the Frankfurt Regional Court on the grounds that a search without a court warrant would infringe the privacy of premises, guaranteed by the Fundamental Law of the Federal Republic.

The Federal Cartel Office

(FCO), which the Commission went to for assistance, was rather put off by the Commission's refusal to reveal its reasons for suspecting a cartel. Nevertheless, it applied for a search warrant in the Frankfurt Amtsgericht but did not appeal when this was refused, fearing that without stating the grounds for suspicion, an appeal would be hopeless. The Commission then imposed on Hoechst a daily fine of Ecu 1,000 until the company would open to it its doors and archives. This came to an end on April 2 1987, after the FCO obtained a search warrant in response to a new application to the Amtsgericht.

The appeals attack the decisions and actions of the Commission on two grounds. First, they claim that the Commission overstepped the powers of investigation which it has under Regulation 17/82 and engaged in searches. Second, they see in the enforcement and conduct of searches an infringement of the European Convention on Human Rights, which Community institutions are bound to respect as part of the law common to member states.

Regulation 17/82 provides in Art. 143 that enterprises and their associations "shall submit to investigations ordered by decision of the Commission." Such decisions should state what will be investigated. Art. 15(1) of the Regulation provides for enforcement fines on companies which intentionally or negligently "produce the required books or other business records in incomplete form during investigations... or refuse to submit to investigations."

Taken together, Arts 14 and 15 give the Commission power to enter premises and ask for documents and information, which the investigated enterprise is obliged to provide. This is also the view of the FCO. The Commission, however, insists that it has the power to open filing cabinets, desks and briefcases of employees, and search them.

The Advocate General concluded that such searches are not "searches" but "investigations" authorised by the Regulation. "When I use a word, it means just what I choose it to

mean — neither more nor less" seems to be the latest Humpty Dumpty rule of interpretation, awaiting confirmation by the European Court.

The same rule helped the Advocate General to dispose of the "human rights" argument. Having found that member states do not allow officials to enter private premises without a court warrant, he concluded that this concerns only the enforcement of such entry and the threat and imposition of daily enforcement fines were not enforcement.

If the Commission, supported by Mr Advocate General Mischo, is too free with the words of the law, the English courts are not free enough. Faced with the claim of Spanish fishermen that it is against the EEC Treaty principle of non-discrimination on the grounds of nationality to deny them the exploitation of the British fishing quota, the Divisional Court said that this must be decided by the European Court and ordered the UK Government to refrain from implementing the Merchant Shipping (Registration of Fishing Vessels) Regulations 1988 made under the Merchant Shipping Act 1988. These regulations established, as from March 31 1989, a new register of fishing vessels from which foreign trawlers would be excluded.

This order of the Divisional Court was struck down by the Court of Appeal, where Lord Donaldson said that both in the UK and in the EC, laws and regulations are presumed to be valid until voided by a decision of the courts.

There is even an explicit decision of the European Court to this effect, and if the lawyers of the Secretary of State for Transport had looked it up (in any better textbook on EC law) before going to the Divisional Court, there would have been no injunction and no need for an appeal.

However, without their failure it would have never been revealed that not only the Divisional Court but even the Court of Appeal do not appreciate fully that, as Lord Denning said, Community law must be interpreted according to civil law principles of interpretation as practice by the European

Court. This means not only according to the purpose of the individual provisions but also with regard to its place in the system of law.

Lord Donaldson seemed reconciled with the fact that the European Court, by making new law, can cut short the life of national laws and regulations perfectly valid at the time they were made. He did not strike down the reference to the European Court. A French court, I dare say, would have reasoned differently. It would have considered the issue in the framework of the entire system of Community law.

By doing so it would have reached the same conclusion as the proverbial man on the Clapham omnibus: there is no point of having national fishing quotas open to all member States. By giving to the EC Council the right to establish such quotas, the EEC Treaty limited the application of the principle of non-discrimination. That was "clear", the French court would have said, no need to ask Luxembourg.

Lord Donaldson was standing at the door of such a solution when he said: "Underlying the whole of this problem is the unusual (to a British lawyer) nature of Community law, which is long on principle and short on specifics. This is intended as a statement of fact rather than criticism. Indeed, my own view is that Parliament would render a service to the nation if it moved slightly more in the direction of Community law and thus enabled the Judiciary more easily and more appropriately to apply the law to unusual or unforeseen circumstances. However the result is often that the British courts are faced with an undoubted right or duty under British law and a claim that an inconsistent right or duty exists under Community law. If the British court can ascertain the nature and extent of this competing right or duty, there is little difficulty in resolving any inconsistency on the basis that the Community law is paramount. This is the *acte clair* situation, but it is a comparative rarity."

What a pity Lord Donaldson did not open the *acte clair* door to the solution of the case before him.



## UNIT TRUST ASSOCIATION

# 1988 AN EVENTFUL YEAR FOR THE UNIT TRUST INDUSTRY



Bill Shuttford,  
Chairman, UTA  
(Extracts from the  
Chairman's  
Statement at the  
twenty-ninth  
Annual General  
Meeting of the Unit  
Trust Association on  
Wednesday, 12 April  
1987)

### Sales in Perspective

Experience of other bear markets has taught us that private investors take time to recover their nerve, and so the relative scarcity of new money for investment was hardly surprising. However the setback to our sales efforts must be put in perspective. The net new investment totalled \$1.8 billion during the year, a figure which is better than the totals in both 1983 and 1984, years which we thought were good at the time. Moreover there was little or no sign of a general exodus from the market, and the number of individual unit trust holdings remained consistently around the 4.9 million mark.

### A Growing Industry

There has been speculation about the possibility of mergers between companies and the withdrawal of big groups from the industry. We believed that this pessimism was unjustified. I have consistently predicted that the number of companies and indeed of trusts would increase rather than decrease. Although it would be rash to suggest that we have definitely passed the nadir of profitability, my earlier prediction on numbers was certainly proved right during 1988. New groups have entered the market, some with household names, and many new trusts have been launched.

### The Future

Finally, a word about the future. The introduction of new rules is behind us, the market has recovered and public confidence does seem to be returning. In the new rules on Personal Equity Plans the unit trust industry has exciting new opportunities. We shall soon be able to sell units elsewhere in Europe. New types of funds, including for the first time property unit trusts for the individual investor, are becoming available. It should certainly be a better year after the volatile nature of the last two, and I wish my successor and all our members the best of good fortune.

### Good Performance

The success of UK income funds in producing a good capital performance and increasing distribution as well is particularly pleasing. The UTA regularly produces statistics showing the superior returns which have been achieved in the long run from unit trusts compared with those from cash deposits, and in spite of the falls in 1987, I see no reason to doubt that my successors will still be able to quote such a favourable comparison.



Free literature on unit trusts is available on sending a request to: Unit Trust Association, 65 Kingsway, London WC2B 6TD.

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The \$1.5 billion we invest annually in research and development of this kind is not only of benefit to our customers in terms of immediate results. It also ensures that they will have a business partner at the leading edge of electrical engineering and environmental technologies 20 years from now.

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## UK NEWS

## Court rules against Woolwich in tax row

By David Barchard

THE COURT OF Appeal yesterday ruled against Woolwich Building Society, the savings institution, in its long-running dispute with the Inland Revenue tax department over the payment of composite rate tax between October 1985 and April 1986.

The ruling, which overturned a High Court judgment in favour of Woolwich in July 1986, means that the society must repay £79m to the Revenue within the next seven days.

Had Woolwich won its case, the Inland Revenue would have been obliged to pay up to £800m in overpaid tax to other building societies, although it might have been able to set additional payments of £200m in higher corporation tax against this.

However, yesterday's ruling may not be the final stage in the dispute. The Court of Appeal gave leave to the society to seek a final ruling in the House of Lords.

The dispute between Woolwich and the Revenue began in 1985 when changes were made in the way building societies pay composite rate tax to depositors. The society claims that the arrangements in force at the time amounted to double taxation.

Last July, in a separate case, Woolwich lost the right to claim interest on overpaid tax before it was returned by the Revenue.

The Court of Appeal based its latest ruling on retrospective legislation contained in the July 1986 Finance Act. Mr Donald Kirkham, Woolwich chief executive, said yesterday that the society was "deeply disappointed and surprised that the Court of Appeal had upheld arguments based on the retrospective effect of legislation."

He said that Woolwich would comply with the ruling and hand back the tax it had recovered from the Revenue in July.

Woolwich was pleased, however, because the Revenue had conceded to the Court of Appeal that part of the regulations in dispute had been *ultra vires*, or beyond the scope of their authority.

## Court to hear Lonrho plea on Fraser takeover

By Raymond Hughes, Law Courts Correspondent

FIVE Law Lords, members of the highest court of appeal, yesterday agreed to hear the final appeal by Lonrho, the international conglomerate headed by Mr "Tiny" Rowland, in its battle for disclosure of a government report into the 1985 takeover of the House of Fraser stores group by the Egyptian Fayad brothers.

However, the lords refused Lonrho's plea that they should read the report, and deferred the question of whether Lonrho, Mr Rowland and The Observer newspaper, owned by the group, have been guilty of contempt of the House of Lords.

The contempt issue, raised by Lord Keith, the senior Law Lord, when the appeal came to the House of Lords on Monday, relates to controversial documents sent by Lonrho to four of the lords due to hear the appeal. The documents included copies of a special issue, published by the Observer, carrying extracts from the report which was sent anonymously to Mr Rowland.

Lord Keith warned that if Lonrho did not come up with a satisfactory explanation, the lords might refuse to hear the appeal and would consider whether there had been contempt.

Yesterday, after evidence

from Lonrho that it had given instructions some months ago to remove all judges' names from its mailing list, and that material had subsequently gone to the Law Lords by mistake, the lords said they would hear the appeal and then deal with the contempt issue.

Lonrho is seeking orders requiring Lord Young, the Trade and Industry Secretary, to refer the House of Fraser takeover to the Monopolies and Mergers Commission and to publish the report without further delay.

Mr John Beveridge, lawyer for Lonrho, asked the lords to read the report and said it was undesirable for them to decide a case of such importance without having the opportunity to consider "the true facts."

Whatever might be said about Lonrho's conduct, the appeal raised genuine questions of public interest as to whether a mammoth enterprise employing 20,000 people had been taken over by means of "substantial fraud and deception" and was now under the control of people whose standing, background and financial resources were not what they had represented them to be, Mr Beveridge argued.

The appeal continues today. Yesterday, after evidence

## Intervention by Kinnock may prompt docks talks

By Charles Leadbeater, Labour Editor

MR NEIL KINNOCK, the Labour leader, yesterday backed the call for negotiations on to head off the threatened dock strike.

His intervention makes it more likely that the Transport and General Workers' Union general executive will tomorrow reject proposals for a ballot of dockers on a strike against Government plans to abolish the national dock labour scheme.

Most of the 17 right wingers on the 39-member executive are expected instead to back the call by Mr Ron Todd, the union's general secretary, for talks with port employers on an national agreement to replace the statutory scheme. He is also likely to win support from several of the 22 left wingers.

The dock labour scheme regulates the employment conditions of 9,400 dockers in 63 ports.

The executive meeting tomorrow follows the decision of the union's dock committee to reject Mr Todd's advice and recommend a strike ballot.

Senior union officials believe a docks delegate conference due to meet on Saturday is extremely unlikely to go ahead with plans for a strike without the executive's sanction, although it is still possible that the conference could sanction some kind of immediate ballot. Leading left-wingers yesterday said they would take a "realistic" approach to the decision, in the light of the legal and financial threats to the union if it were to call a political strike against the Government's plans.

About 800 men at Grimsby and Immingham on Humber-side, one of Britain's biggest docks, yesterday voted to back Mr Todd. They will probably be joined by delegates from some smaller ports and some ports not covered by the scheme.

Delegates from other large ports such as Southampton will be free to make up their minds in the light of the executive's decision. However, dockers leaders in Liverpool said its delegates were mandated to support the strike call.

## Security review ordered after IRA bomb wrecks town centre

By Our Belfast Correspondent

SECURITY around Northern Ireland's police stations is to be reviewed after yesterday's IRA bomb attack at Warrapoint, County Down, in which a 19-year-old woman was killed and more than 30 people injured.

No warning was given before the blast, which devastated much of the town centre, caused damage estimated at hundreds of thousands of pounds. The bomb, an estimated 1,500lbs of explosives, was in a van left at a builder's yard outside the perimeter wall of the Royal Ulster Constabulary station. The murdered woman, a shop assistant, was working at the yard.

It is thought that the van had been parked for only a few minutes before the explosion. Mr Ian Stewart, the province's Law and Order Minister, said an investigation would be carried out to try to establish how terrorists were able to penetrate the security measures around the police station.

Mr Stewart said: "It is a terrible event and one which we shall have to analyse how it could have come about. But I would say that the message that the terrorists have got through to the people of Northern Ireland is that they don't care about anybody. They are interested only in murder and destruction."

Mr Stewart said it was extremely difficult to provide 100 per cent security at a time when terrorists were armed with a substantial quantity of weapons and explosives. Police stations have been a frequent IRA target.

With so many civilian casualties caused by the Warrenpoint bomb, Sinn Fein's local government election prospects are expected to be damaged.

The party has made no secret of the fact that bungled IRA operations make it more

difficult to attract support from the nationalist community.

The attack came a day after the Government, in the run-up to the elections, partly relaxed the broadcasting ban on republican and loyalist groups which openly support violence.

Mr Eddie McGrady, the local SDLP MP, condemned the murder as "barbaric" and said the killers must be brought to justice.

The bombing was also condemned by Unionist politicians who reiterated calls for a more aggressive security policy.

Mr Gerry Adams, Sinn Fein president, said he was dismayed by the bombing and that his party did not condone what had happened. He referred to an address he made to his party's annual conference earlier this year when he said the IRA had to be careful and then careful again not to injure civilians.

## Lloyd's members threaten row over liability for £263m claims

By Nick Bunker

THE LLOYD'S of London insurance community appeared last night to be heading deeper into the embarrassing legal quagmire surrounding the Outhwaite affair, in which 1,600 members of Lloyd's ("Names") face huge US asbestos and pollution-related claims over the next two decades.

A new report by Freshfields, the City law firm, has left a troubling question mark over the issue of whether it was legal for Mr Richard Outhwaite, one of the Lloyd's market's most prominent marine underwriters, to leave open the 1982 accounts of his syndicate, number 817/861.

By doing so, he left the 1,600 people who were members of that time liable for gross claims now estimated at £263m. If it turns out that he was not legal for him to do so, then the 1,600 affected Names could refuse to meet their liabilities, raising the spectre of a mass of litigation.

As a result of yesterday's

report, a steering committee representing 102 Lloyd's underwriting agents who placed Names on syndicate 817/861 has now asked another solicitors' firm, Oswald Hickson Collier & Co, to inquire urgently into the legality of leaving the 1982 year open.

According to Mr John Heynes, the committee's chairman, there are, however, no legal precedents governing the situation. "You could show this thing to 25 barristers and get 25 different views on it," he told reporters.

Asked whether the situation could become a repetition of the PCW affair, in which Lloyd's had to put together a partial rescue operation for 1,500 Names facing gross losses of £880m, Mr Heynes said: "Possibly. You've got to consider each stage as it comes."

Mr Heynes said last night that the Freshfields report, the second the firm has produced on the affair, focused on the facts of how Mr Outhwaite left open the 1982 accounting year

when it became clear in 1985 that it could face large and unquantifiable losses.

The legal uncertainties arise because Mr Outhwaite's company R.H.M. Outhwaite (Underwriting Agencies) initially decided in May 1985 that the 1982 accounts could be closed. This occurred and cash profits were distributed to members, though Ernest & Whinney, the auditors, qualified the annual report.

In July 1985, however, Mr Outhwaite told syndicate members that he was re-opening the accounts, because of uncertainties about the run-offs.

Mr Heynes said yesterday: "It would appear that the account was closed. The debate will centre on whether the reopening was, I would say, 'kosher', but that's not the right word."

Copies of yesterday's report have already been circulated to errors and omissions insurers at Lloyd's, suggesting the market is bracing itself for the possibility of more legal disputes.

## In Brief Concorde loses rudder at 44,000 ft

A British Airways Concorde airliner lost part of its rudder while flying at 44,000 feet, and 1,250 miles an hour over the Tasman Sea, on route to Sydney yesterday. BA said it did not know why the section of tail had become detached, but it was possible the aircraft had been struck by lightning. The airline said it did not plan to ground the remaining six Concorde in its fleet.

### Boeing crash report

The official report into the crash of a Boeing helicopter off Shetland three years ago, in which 44 died, criticised Boeing, the US Federal Aviation Authority and the British Civil Aviation Authority for the "inadequacy" of test and inspection programmes.

### Vet schools saved

The veterinary schools of Glasgow and Cambridge universities, in Scotland and England respectively, were relieved yesterday following a public campaign against proposals for a cutback in veterinary capacity in British universities.

### N-price rise row

A House of Commons Energy Committee yesterday called on British Nuclear Fuels, the state-owned nuclear fuel services company, to release more information to justify what the Committee called "enormous price rises" in the past three years. See *Business*, Page 11.

### Bank lending slows

Growth in bank lending to individuals slowed to the lowest rate for 12 years in the three months to February, according to figures published yesterday by the Bank of England.

### Accountancy plea

Heads of six leading professional accountancy bodies yesterday wrote to Mr Francis Maude, the Undersecretary of State for Corporate Affairs, endorsing proposals for the establishment of four new bodies to uphold accountancy standards.

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UK NEWS

# The five minutes that cost Shearson Lehman £350,000

Clive Wolman looks at the incident that led a securities firm to fire its chief trader in brewery stocks

IT TOOK only five minutes for Shearson Lehman Hutton's London operations to lose £350,000 on an equity position three weeks ago. It took only a few hours for the management to respond by calling an emergency meeting of its market-making staff and then firing its chief trader in brewery stocks.

However, the incident exposed some of the tensions and potential for confusion and mismanagement of a rapidly changing integrated securities firm in the loss-making era after Big Bang and the stock market crash.

The trader who was dismissed was Mr Dan Day-Robinson, a 29-year-old married man with a young child. He joined Shearson only last October from Kleinwort Benson, where he had also made markets in brewery stocks. He felt he was underpaid and objected to attempts by the Kleinwort management to move him to covering insurance stocks.

He telephoned Mr Bernard Leaver, a Shearson director responsible for equity market-making and after a meeting he was recruited on a salary of £50,000. However, he failed to live up to expectations and consistently lost money on his positions over the next few months. The net losses on his dealing account between October and March amounted to

nearly £500,000, (excluding the £350,000 loss) which was the worst record of any of Shearson's market makers. According to one of his colleagues: "He liked to punt and punt just wasn't the right thing to do in these markets."

Shearson had previously made its team of brewery stock analysts and salesmen redundant but wished to maintain a presence in the sector, which includes some of the most actively traded stocks in the UK market.

Mr Day-Robinson claimed that the lack of support and advice from analysts was partly responsible for his heavy losses.

The losses meant that he was told to keep his positions in individual shares to a minimum. So when he bought 300,000 shares in Scottish and Newcastle, mainly from County NatWest on March 3, he was approached by Mr Roger Streeter, the chief market maker. According to Mr Day-Robinson, Mr Streeter only suggested that a market rally would provide a good opportunity to dispose of the shares, but Mr Streeter says that he told him to sell as soon as possible.

Mr Day-Robinson also says he was given position limits, in contrast with the policy of Kleinwort and most other securities firms. Shear-

son, however, does impose position limits, normally of 100,000 shares, on most actively traded stocks such as Scottish and Newcastle - although they have discretion to breach those.

What is surprising is that Mr Day-Robinson should not have been informed of that policy. Selling the shares immediately through the market would have meant recording a loss, so Mr Day-Robinson asked another trader, Mr Vince Tagliavore, who is also a director of Shearson, whether he could do anything to help.

Mr Tagliavore had responsibility for making markets in several categories of securities. One responsibility was for running a "hedge" book, which involved taking positions in shares but buying or selling options and futures contracts.

As he was a friend of Mr Day-Robinson and knew that he was under intense pressure not to make any more losses, Mr Tagliavore was anxious to help. He noticed that the prices of the options to buy Scottish and Newcastle shares, which were due to expire at the end of March, were extremely high.

He therefore agreed to take Mr Day-Robinson's shares on to the hedge book and sell options through the stock market on those shares at the

attractively high prices.

What he failed to realise was that the reason the option price was so high was that Scottish and Newcastle was the subject of a takeover bid from Elders, the Australian company, which had been referred to the Monopolies and Mergers Commission. The MMC was due to report before the end of March, and, depending on whether it recommended that the bid should be blocked or approved, the shares in Scottish and Newcastle would fall or rise sharply.

The probability of a sharp price movement before the end of March made the granting of options to buy or sell the shares at a fixed price extremely valuable.

Mr Tagliavore took the 250,000 shares, originally acquired at a price of 43p, on to his book at a price of 42p which was at least 2p and probably 4p higher than the best price Mr Day-Robinson could achieve through the market that day, March 14. He then sold the call options on the shares at a price of 43p. That meant that his book would lose money only if the share price fell below 38p.

Mr Day-Robinson failed to check whether Mr Tagliavore knew about the timing of the MMC report and says that no one explained to him that he had any residual responsibility

for shares transferred on to the hedge book.

According to Mr Leaver: "That is the problem when someone comes in new, perhaps it could have been explained to him better."

Some of the responsibility, too, must be placed on Mr Tagliavore, who failed to ask any questions himself, and on the absence of any analysts of the sector who presumably would quickly have highlighted the dangers.

The initial error was compounded two days later, just five days before the MMC reported.

Mr Tagliavore was out of the office serving his car when Mr Day-Robinson received an offer to buy a further tranche of Scottish and Newcastle shares from Phillips and Drew. A junior trader contacted Mr Tagliavore on his portable telephone, who said he could buy up to a maximum of 100,000.

In fact, Mr Day-Robinson ended up buying 250,000 shares at 42.5p, and passed them on to Mr Tagliavore's trader for 42p. He sold call options on them all. Mr Day-Robinson said he believed that Mr Tagliavore was fully hedging the risks of holding the shares rather than just applying a limited hedge through the sale of call options.

Mr Leaver is sceptical: "I don't want to hurt the boy any more, but he was taking a penny on the front book, just to expose us on the back book."

When Mr Tagliavore returned to the office, he protested that his instructions had been disobeyed. But he became distracted by other transactions and took no action to liquidate the position, particularly as no questions were asked by the senior management. They should have seen a print-out of the position but failed to appreciate the risks, perhaps because Mr Streeter was about to go on holiday.

It was only at about 8.20 on the morning of March 21, 40 minutes before the MMC announcement was due, that Mr Tagliavore explained to Mr Day-Robinson that Shearson was covered against loss only if the price did not fall below 38p.

Mr Day-Robinson then said that a recommendation blocking the bid would probably send the shares down to 34p. But by then it was too late to take any action and the traders watched their screens nervously for the news.

When it came, the share price slumped to 35p for a few minutes before continuing its descent to 32p. Mr Leaver immediately came round to ask Mr Day-Robinson what posi-

tion he had been holding. "Only 23,000 shares," he said, "but I think Vince has got a problem."

Mr Leaver walked over to Mr Tagliavore and as soon as he discovered what had gone wrong, he stormed back to Mr Day-Robinson and shouted: "Of course he's got a problem!"

That afternoon Mr Leaver called a meeting of all the market makers. He told them of the losses in the brewery stocks which during the day as a whole had reached £400,000, and warned them to co-ordinate their positions more carefully when using options. He also admitted that the management had been at fault. At the end of the meeting, he called over Mr Day-Robinson and told him that he would have to leave.

Mr Day-Robinson is now threatening legal action to recover at least £25,000, on the basis that he had a contract for a year. Shearson is claiming that he was dismissed for a breach of internal rules and that he is entitled to no compensation. However, it is prepared to pay a small amount ex gratia.

"Perhaps we could have done the whole thing better," Mr Leaver now says. "All of us made mistakes. But what are we supposed to do? Sack the department? Should I go? Should we all go?"

## Sea burial 'best option' for N-power submarines

By David White, Defence Correspondent

DUMPING at sea would be the safest and easiest way for Britain to dispose of old nuclear-powered submarines but would inevitably raise international and emotional objections, the House of Commons Defence Committee heard yesterday.

Its inquiry into the Ministry of Defence's dilemma over nuclear submarine disposal came amid continuing environmental concern about the recent sinking of a Soviet nuclear-powered submarine off northern Norway.

An international moratorium on the dumping of nuclear waste at sea has been in place since 1983.

The UK's first decommissioned nuclear submarine, the Dreadnought, is presently berthed at Rosyth in Scotland awaiting a decision on future policy. Mr Nigel Pares, an assistant under-secretary at the Ministry, told the committee that about eight such vessels might be taken out of service by the end of the century, although not in the next three years.

Mr Pares said deep sea burial appeared to contain the lowest risk.

## Almost anything goes in Britain's chamber of horrors

By Michael Cassell, Political Correspondent

ONCE their bottoms hit the green leather benches of the House of Commons, Members of Parliament are guilty of indulging in insidious and subversive activities, plain bad manners and "low-grade" abuse.

The conclusion, contained in a report published earlier this week by the Commons select committee on procedure, confirms what voters have long known - almost anything goes when 650 wilful, windy, truculent champions of the truth face up to each other across the chamber.

The report into MPs' conduct, sparked off by mounting concern over bad behaviour and by increasing defiance of the authority of the Speaker, who presides over the order of business in the Commons, suggests that the situation has deteriorated during the last decade.

Figures show that the Speaker used his disciplinary powers against MPs on 14 occasions between 1945 and 1979 - including an 11-year period when no one was naughty enough to incur his wrath.

In the last 10 years, however, 39 MPs have been punished for their unparliamentary behaviour, many of them temporarily banished to purge their contempt.

Not since the 1920s has the Commons appeared so ill-tempered and unruly, although all the best stories about misdeeds measured in front of the mace - the symbol of authority which resembles an over-sized sceptre - remain the old ones.

MPs yesterday fondly recalled the nights when a well-inbred George Brown regularly provoked mayhem among the front bench - the senior members of the party - and the day Bernardie Dev-

lin, the former firebrand MP for mid-Ulster, gave Reginald Maudling, then Home Secretary, a personal demonstration in corporal punishment.

More recently, the mace has been wielded and dropped and at least one MP has been fringed from the chamber by a fuming whip, the party manager. On many more occasions, however, the situation has been eased by the sudden onset of temporary deafness or blindness on the part of the Speaker.

The committee, which says it is unsure whether the trend is historically significant or merely a temporary aberration, makes several modest recommendations to try to improve the situation.

The report recommends no increase in periods of suspension from the Commons - from five to 30 days - but says the Speaker should be able to take into account offences committed over two parliamentary sessions, rather than one.

The committee stops short of considering loss of salary during suspension, partly on the grounds that it would prove "controversial."

It condemns the practice of concerted disruption of speeches and pleads with party whips to prevent subversive tactics which "go well beyond the legitimate cut and thrust of debate."

The recommendations will be debated by MPs. However, a senior minister yesterday suggested that, having received the report, the Government would "sit on it for a while." Perhaps the Speaker should inflict the same punishment on erring MPs.

Select committee on Procedure: Conduct of Members in the Chamber.

## May we help you?



## Shoe group to expand

By Alice Rawsthorn

BURLINGTON International, one of Britain's biggest shoe makers, is continuing its expansion in the ailing footwear industry by buying Alanda, the London manufacturer which specialises in unusual size footwear, from the receivers for an undisclosed sum.

The footwear industry has suffered from a sudden surge of low cost imports from South Korea and Taiwan which has placed intense pressure on British manufacturers.

The rate of job losses and company closures in the UK industry has accelerated alarmingly in the last year.

## Bosch likely to build DM300m plant in Wales

ROBERT BOSCH, West German electronics group, is likely to site its next alternator plant in Wales, Bester reports from Stuttgart.

"Everything is pointing to Wales," a company spokesman said, adding that contracts for the deal had not yet been signed.

The new plant would employ about 1,000 workers and cost some DM300m (\$94m). Production of compact car alternators would start in 1991.

The spokesman said annual British automobile production of about 1.5m vehicles meant it was important for parts suppliers to have a presence in Britain.

Bosch said in March it planned to build a new alternator plant overseas in a bid to cut production costs.

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## UK NEWS

## Fujitsu demonstrates growing might of Japan

By Terry Dodsworth, Industrial Editor

FUJITSU'S ambitious plans for a £400m UK semiconductor plant is convincing evidence - if any more were needed - of the remorseless rise of the Japanese microelectronics industry.

Japan is already challenging the US as the world's leading chip producer. It is the uncontested leader in Far Eastern markets, and has made huge inroads into the US. Its three biggest producers all have sales of more than \$3.5bn a year, standing at the top of the global producers' league; and it has six manufacturers in the world's top 10.

Those figures, it is true, are skewed to some extent by the fact that IBM, the world's largest computer company and the biggest manufacturer of memory devices, does not publish its figures because it uses all its chips internally. They also mask the fact that the Americans still hold the commanding heights of microprocessor manufacturing. Microprocessors are the brains of personal computers and many other products and thus command higher prices than memories, the area

where the Japanese dominate. The other glaring weakness of the Japanese is in Europe. American chip companies began investing in Europe at the dawn of the industry in the 1960s, and have built up a strong position alongside the indigenous groups. Today, four US companies figure among the top seven European producers: two Japanese producers, NEC and Toshiba, have only just crept into the top 10 European sales league.

Europe was not a priority in the Japanese semiconductor strategy until recently. But once Japan and America were accounted for, the Japanese began to turn their attention to European users in the early 1980s. Starting with sales offices, they have moved gradually into assembly operations, and are now progressing to full-scale manufacturing.

Manufacturing essentially means the process known as



Dr Matami Yasufuku of Fujitsu agrees the deal with Tony Newton, Trade and Industry Minister

diffusion or wafer fabrication. This is the trickiest bit of chip production. It involves the etching of tiny electronic circuits onto the silicon base from which the chip is built, some-

thing that can be achieved only in an extremely clean and vibration-free environment. Hence the cost of the installations - the going rate today is \$100m to \$300m, and Intel, the

US microprocessor company, is said to be putting about \$1bn into its latest plant.

The scale of these investments means that chip companies want an assured market before they make them. In Europe, however, it is not quite as simple as that. Whatever the industrial arguments for the Japanese semiconductor companies to invest, they are now having to take politics into the equation as well.

Politics has reared its head with the increasing number of anti-dumping actions carried through by the European Commission against Japanese electronics companies. That led, earlier this year, to a new ruling that semiconductor companies could only be regarded as European in origin if they were diffused in the Community. At the same time, the Commission has indicated that it may push up the effective import tariff on chips from 10 per cent to 14 per cent.

Those moves have put the Japanese in a squeeze. As their sales volumes go up - and last year they advanced very rapidly indeed - higher tariffs will bite hard into profits, and the new origin rules means that customers will have a strong inducement to buy in Europe to keep the local content high in their finished products - such as televisions, copiers and printers.

Europe has become equally alarmed over the last two years by the trade row between

the American and Japanese that has led to a bilateral pact for the chip industry. Prices of memory products have gone through the roof leaving European customers with much higher bills and short supplies.

Some European companies have argued that the supply difficulties make it imperative for the region to develop its own indigenous producers. Mr Karlheinz Kaske, chairman of Siemens, for example, says that it is absolutely essential that Europe should no longer be dependent on Japan for such key components.

Mr Kaske's preferred solution to the issue is more government-backed investment in European research and development to build up indigenous products - at present, Siemens is the only large-scale memory producer in Europe. But in the meantime, an alternative is to have more Japanese producing locally.

Hence Fujitsu is likely to be followed by several more Japanese chip companies. It is widely expected in the industry that Toshiba, which has an expensive assembly plant already operating in north-eastern Germany, will follow. There are suggestions that Hitachi may be thinking of a similar move, and both Sony and Seiko-Epson are said to have had talks with indigenous European producers about joint ventures.

## Excitement at fever pitch as Derbyshire waits on Toyota

By Richard Tomkins, Midlands Correspondent

THE EXCITEMENT in Derbyshire was almost palpable yesterday as its inhabitants awaited confirmation of what many now believe certain: that the county has been chosen as the site for the £500m European assembly plant to be built by Toyota, the Japanese car group.

A hint from the Japanese ambassador, a purported leak in the Japanese newspaper *Mainichi Shimbun*, and a warm conversation between

leaders of Derbyshire County Council and Toyota have combined this week to produce strong circumstantial evidence that Derbyshire has won the fiercely fought contest. The excitement is understandable. Too far north to be property in the Midlands and too far south to be properly in the north, Derbyshire is a low-profile county.

It is one of those counties whose shops still observe the quaint but frustrating tradition of early closing day - putting up their shutters for the rest of the day at lunchtime once a week. It is a place that the modern world sometimes seems to have passed by.

The same could be said of its industrial base. Still primarily oriented towards coal mining, textiles and heavy engineering (Rolls-Royce and British Rail Engineering are the two big employers in Derby), it has lost tens of thousands of jobs since the 1970s, and not enough new jobs have arrived to replace them.

If Toyota comes to Derby-

shire, it will employ 3,000 people directly and probably as many again in spin-off jobs such as component supply. It will be the biggest single investment in Derby that anyone can remember.

Over the last few weeks, then, a small team at Derbyshire County Council, headed by Labour leader Councillor David Bookbinder, has thrown itself wholeheartedly into wooing the Japanese.

A tempting case has been made, emphasising the availability of a workforce of 1.2m people within 45 minutes' travelling distance and the unusually high proportion of workers in manufacturing industry - 38 per cent against 28 per cent nationally.

The site itself is a 200-acre site at Burnaston, between Burton-upon-Trent and Derby. Road connections are good. It is on the A58, which connects it with the Midlands motorway network, and lies adjacent to the Stoke-Derby M1-M6 link due to open by 1996. It is 10 miles from East Midlands Airport and two rail lines are close.

A strong selling point has been the attractive setting of the site in open countryside.

Council roadworks have been timed not to interfere with important visits by Japanese delegations, and another sweetener has been the suggestion that Derbyshire's local authority pension fund should invest £20m in Toyota.

Derbyshire has tried hard to make Toyota feel welcome.

## Single-union deal sought

By Ian Hamilton Fazey, Northern Correspondent

FUJITSU wants a single-union deal for its County Durham factory and is to hold exploratory talks with the north-east regional council of the Trades Union Congress.

However, Dr John Bridge, chief executive of the Northern Development Company, said that did not mean that Fujitsu had decided it would commit itself to a TUC union.

Separate talks are likely with the BEPTU, the electricians and electronics engineers

union, which was expelled from TUC membership after rows over its single-union agreements elsewhere, particularly at the Wapping works of News International, the newspaper publishing group controlled by Mr Rupert Murdoch.

Introductions to the TUC will be made by NDC, an independent development agency backed by northern public and private sectors. Four members of the TUC regional council are on its board.

## Breakthrough for the north-east

Ian Hamilton Fazey and Hazel Duffy on reasons behind the move

JUST AS Nissan broke with tradition by siting its car plant in the north-east of England, so Fujitsu is the first big electronics company to go to the area.

The significance of these two big Japanese investments for the region, which has suffered shipbuilding, engineering and steel plant closures over the last 10 years, is considerable.

Dr John Bridge, chief executive of the Northern Development Company, which promotes the north to companies overseas and from other parts of the UK, said yesterday that the £400m Fujitsu factory was expected to be only the first stage of investment during the 1990s.

Fujitsu bought 110 acres of farmland south of Newton Aycliffe, five miles north of Darlington, County Durham. The seller of the land was Sedgefield Borough Council, which had bought it from a farmer as part of a five-year programme of industrial devel-

opment. The project will bring Japanese investment in the area to nearly £1.25bn. The north-east hopes that it has achieved favoured status with the Japanese and that other benefits, such as banking and financial services for the Japanese companies, will follow.

An Anglo-Japanese business club and a Japanese cultural centre are being set up in Newcastle.

While Fujitsu was considering various areas of the European Community, the UK Government was asked by the company to provide information on the regions, which in turn submitted details about sites and their availability.

Reasons that favoured Newton Aycliffe were the site itself; its ease of access to the A1(M); proximity of nearby industrial estates - where suppliers can locate - and a pool of 350,000 people within 10 miles from which to draw its workforce.

Northumbrian Water Authority guaranteed almost

pure water, vital in chip manufacturing.

Answers to Fujitsu's questions on the likely size of the UK market for semiconductors were given by the Department of Trade and Industry.

At the regional level, the Northern Development Company co-ordinated the information provided by the local council and the development company that Durham County Council set up last year.

Japanese companies appear to be putting less emphasis on government financial assistance towards investment than when Nissan came to the UK. Fujitsu will receive about £30m in selective assistance.

That is substantial in relation to the levels of assistance that companies already operating in the UK say they are receiving towards financing expansions, but much less proportionately than was agreed with Nissan.

The local council will provide £2m for services and infrastructure from money that the

European Regional Development Fund granted to the area.

The north-east is understandably euphoric about its capture of Fujitsu. However, Scotland, South Wales, and the Telford area in the Midlands also have projects that represent substantial amounts of Japanese investment.

Dr Bridge's theory of the "cluster" appeal of areas already chosen by Japanese companies has some validity. But there is also a reluctance by companies in the same sector to site their activities in the same area, in case they should be involved in poaching labour from each other.

Toyota did not consider the north-east, for instance, in its search for a site for its European car and engine assembly, because Nissan was already there.

Fujitsu will start recruitment of up to 100 graduate engineers shortly, and the company will embark on training.

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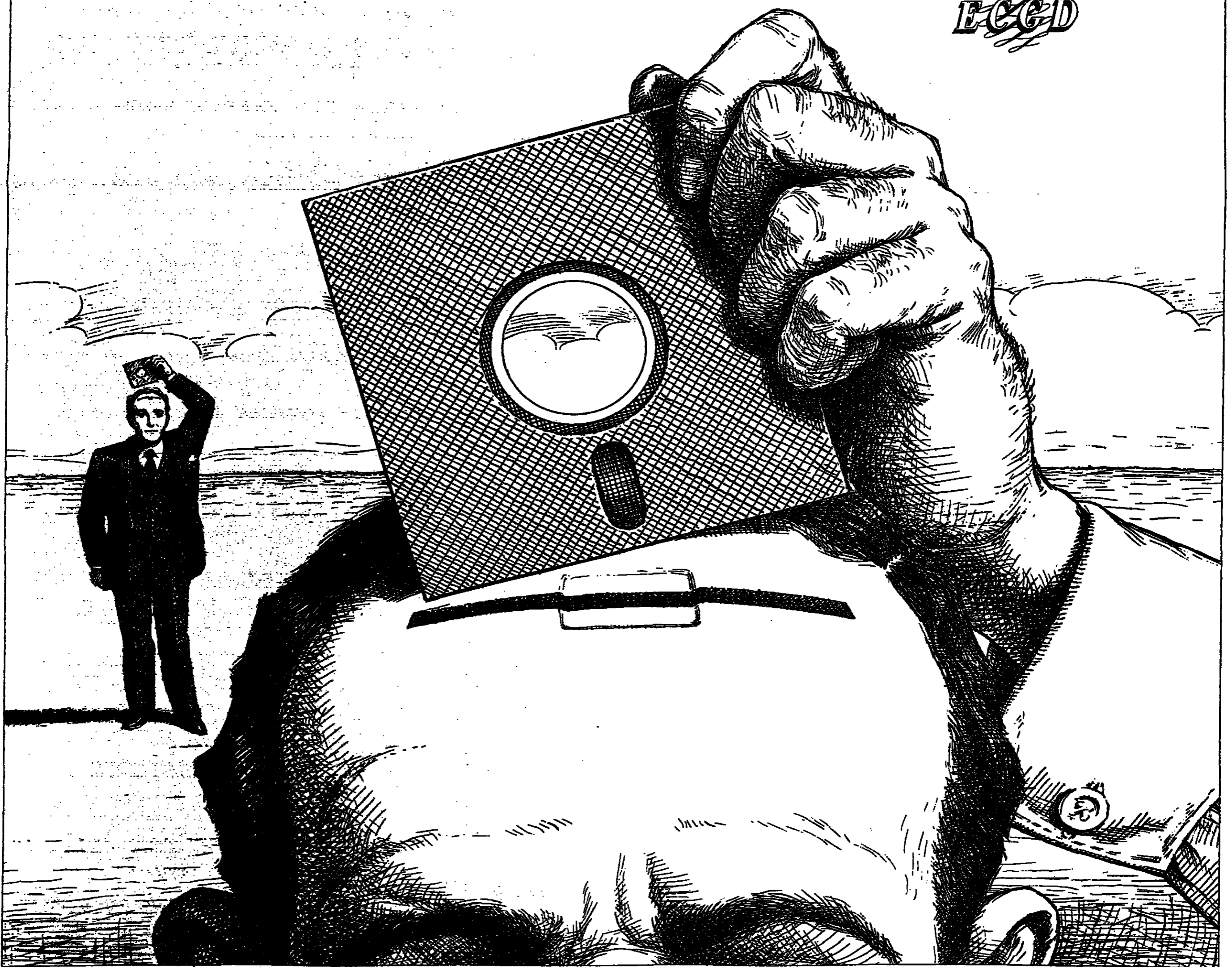
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Our client operates in a manufacturing industry serving the FMCG sector and is a market leader in its field. It has an ambitious expansion plan based on organic and acquisitive growth.

As a result of a recent acquisition in Continental Europe, a European Controller is sought to act as the financial advisor to the French based Chairman of this £35 million turnover company. Further expansion in Europe will take place in the near future, and these operations will fall under the Controller's financial responsibility.

Based in London you will work closely with both group and operational management, and travel within Europe. Your initial specific responsibility will be to fully integrate the new acquisition within the group in terms of reporting and systems, and at the same time provide commercial advice on financial performance

and control. However, the key challenge will be to successfully manage change as existing group products are introduced into the Continental company, and as the current expansion plans come to fruition.

You will be a graduate qualified accountant with a significant amount of sharp and manufacturing experience, who will have previous European exposure. Strong financial planning and analysis experience, and familiarity with an FMCG environment are essential, as are self-motivation, good communication skills and the ability to act as an effective challenge to operational management.

Interested individuals should write, enclosing a current resume with salary details to Peter Flaminger at FMS, 14 Cork Street, London W1X 1PF (Tel: 01-491 3451).

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We are seeking someone who can demonstrate their creative achievements to date, along with the capacity to solve problems. The successful candidate is likely to be a qualified ACMA with the confidence and ability to respond rapidly to senior management needs.

To find out more about the opportunity and the organisation please telephone Collette Harrison on 01-831 2000 or write to her at Michael Page Finance, 39-41 Parker Street, London WC2B 5LH. Quoting ref. M125.



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## Financial Controller

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This exciting opportunity combines the independence and commercial-orientation found in a small company with the professionalism and career opportunities of a diverse international group. The company, in the marketing services sector and with about 60 employees, having gone through a period of rapid growth and management restructuring now wishes to appoint a Financial Controller. He or she will manage a small department and be responsible to the Managing Director and functionally to the Divisional Controller (based overseas) for the development (with technical support from Group) of computer-based financial and stock control systems as a prerequisite to managing further growth and improving margins. This is a high-profile job providing an excellent entry into a well-known British group which can offer varied career opportunities. Applicants must be qualified with experience of developing or operating modern control systems in a fast-moving business. Importing, retailing or distribution would be a particularly appropriate background. Ref: 1695/FT. Send CV (with current salary and daytime telephone number) or write or phone for an application form to R.A. Phillips ACIS, FCI, 2-5 Old Bond Street, London W1X 3TB. Tel: 01-493 0156 (24 hours).

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Applicants should be newly or recently qualified accountants, articulate and self motivated with the potential to take on more specific responsibilities in the short term. Future prospects are therefore excellent as are potential earnings which will be enhanced by share options.

Please write with full career details or telephone David Tod BSc FCA quoting reference D/819/BF

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LLOYD MANAGEMENT

## Financial Director

Pizzaland International  
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Pizzaland International, part of United Biscuits Group, is a key player in popular high street catering. As well as the Pizzaland Restaurant Business the Company operates the fast growing Perfect Pizza franchise, home delivery concept.

Reporting to the Managing Director, and controlling a sizeable team, you will be responsible for the financial direction and management of the company. This is a demanding and proactive role, requiring financial leadership and a strong contribution to the strategic development of the business.

A qualified accountant, at least 30 years old, you must have well rounded accounting experience, gained in substantial companies with good financial disciplines. You will now be holding a No. 1 or No. 2 financial management position. An understanding of high volume customer service operations is essential, therefore your background will be in leisure, retailing or associated activities. Good communication skills and the ability to manage staff and exercise leadership are vital.

Male or female candidates should submit in confidence a comprehensive c.v. or telephone for a Personal History Form to: S.P. Spindler, Hoggett Bowers plc, George V Place, 4 Thames Avenue, WINDSOR, SL4 1QP, 0753-850853, Fax: 0753-853338, quoting Ref: W11081/FT.

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focusing principally on human resource aspects of LBO's/MBO's, seeks senior, dual-qualified accountant-lawyer, experienced in UK/US corporate transactions with clients of both countries. Tax experience is essential; involvement in hiring and management development is highly desirable.

Please reply in confidence to Box A1197, Financial Times, One Southwark Bridge, London SE1 9HL

## Finance Director

EAST ANGLIA, c£40,000 + BONUS

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Your focus will be on ensuring that the financial systems and controls are capable of monitoring and regulating their growth. There will be a heavy strategic emphasis and wide

involvement in all areas of business. You will play the leading role in the run up to the flotation and by that time will probably have become Managing Director.

You will be a qualified accountant who is probably aged around 40. Your senior financial management experience will have been gained in well managed manufacturing businesses and will ideally have included a period of the control of a public company. Previous extensive City and institutional exposure could be an advantage. This is a position where your ambitions to take a company

to the market and run it can be realised. Résumés please, including a day time telephone number and indication of present salary, to David Owens, Coopers & Lybrand Executive Resourcing Limited, 43 Temple Row, Birmingham B2 5JF quoting reference D322.

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London Underground, the world's largest underground railway, has a multi-million pound investment programme to update its operating systems and has to provide customers with greater safety, efficiency and comfort.

The programme's success calls for able and ambitious financial analysts eager to tackle complex business and financial issues and to produce imaginative solutions.

Their job is to use financial information to develop short and medium term budgets and plans, to identify current and potential difficulties and to provide creative and practical answers. They will advise Divisions on financial issues, participate in Business Reviews and present high quality Board papers.

Our need is for graduates around 30 years of age with a background in Industrial or commercial Management Accounting. An MBA or professional accounting qualification would be a big plus and so would be experience of financial modelling.

The ability to create good inter-personal relationships is important, you should be comfortable when working independently and have demonstrable skills in writing and presenting informative, lucid and succinct reports.

Salaries up to £25,000 are offered together with a range of benefits that include travel concessions on Underground, Buses and British Rail.

Please apply with a full CV and a daytime telephone number to Chris Hale, Management Selection, Room 603, 55 Broadway, SW 1H 0BD, quoting reference number UMW 129X.

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c.£26,000 + Bonus + Mort. Sub. + Car South of London

Our client, a subsidiary of a major financial institution, has quickly established itself as the most exciting and progressive mortgage lender in the market. Considerable growth - both in terms of manpower and lending necessitates the recruitment of an individual who can contribute to our further expansion and success by filling a key role within our Accounting, Analysis and Control function.

Aged 24+, a qualified ACA, with at least two years post qualification experience, probably with one of the "Top 8" practices, you will need to be a first class man-manager, an efficient organiser and have the communication skills, confidence and credibility to develop and supervise your staff. Problem solving ability and an analytical mind will be pre-requisites to your success.

Reporting to the Group Accountant, the principal challenge of this senior role will be to manage and control the accounting function and develop MIS to consolidate, analyse and report the results of the group.

The successful candidate will also be involved in a range of highly specialised projects related to the expansion of the business.

This is a demanding, high profile position within the organisation and offers the right individual an outstanding opportunity for rapid career development.

Our offer is a valuable range of benefits including mortgage subsidy, merit related bonus, non-contributory pension, private health care and free life assurance and a salary c.£26,000.

In the first instance, please write to Sarah Bryson, quoting ref: SB 873 at the address below.

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# International Review

**North West** **£25,000 + Benefits**

Pioneer Hi-Bred International Inc. is a major multinational with worldwide revenues of \$1 billion and is a leader in the agribusiness industry. Significant growth of the group's international operations has created the need for a talented young accountant.

Reporting at the highest level, you will be a member of a high profile select team assessing the operational efficiency of divisional and subsidiary companies worldwide.

The applicants should preferably be qualified chartered accountants who have trained with a major audit firm. The role requires good

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Pioneer Hi-Bred International Inc. offers outstanding career opportunities within both the finance function and other areas of the business.

Interested applicants should write to Peter Nicholls ACMA at Michael Page Finance, Clarendon House, 81 Mosley Street, Manchester M2 3LQ or telephone him on 061-228 0396.



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## Group Financial Director

**Yorkshire**  
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A rapidly expanding and highly acquisitive plc involved in the stocking and distribution of Industrial Products requires a high calibre FINANCE DIRECTOR to head up the Group's Corporate Financial structure and to participate actively in the management of the Group.

Suitable candidates will have ACA and CIMA qualifications, and preferably be Graduates. He/she will currently occupy a senior position in the finance function of a plc and will have broad based experience covering financial and management Accounting, Taxation and Treasury. In addition, the individual will have had significant involvement in Acquisition/Integration Issues.

A self starter, enthusiastic, a good eye for detail with the ability to communicate successfully, will all be essential attributes of this individual.

Interested applicants please send a full C.V. to David Adrian, Link Management Selection, 10 Queen Square Court, Queen Square, Leeds LS2 8AG. Tel: 0532 446941.

## Financial Director

**West Yorkshire** **Attractive Salary + Bonus + Car**

Whitley Willows Mill Ltd, based in Huddersfield, manufactures high quality specialist textile products for UK and overseas markets. The company is an important subsidiary of Readcut International plc and turnover is currently £13m.



information to tight deadlines and the further significant development of computer based systems.

Candidates, aged 30-40, must be qualified accountants with a successful track record in a manufacturing environment and experience of computerised information systems.

Strong communication skills are required together with the ability to deal with management at all levels. The position offers an attractive salary and benefits package and relocation expenses where appropriate.

The company wishes to recruit a Financial Director to become a key member of the management team. Reporting to the Managing Director, the Financial Director will have overall responsibility for the finance function, the production of management

Please apply in writing to D G Palfrey Esq, Financial Director, Readcut International plc, Clifton Mills, Brighouse, West Yorkshire HD6 4ET.

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**Central London** **£30,000 + 2 litre car**

We are a major UK outdoor poster advertising contractor with a £20m turnover, having grown rapidly since a successful management buyout from British Railways Board in 1987.

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Candidates should be qualified accountants aged 30-45, with sound technical skills within the service sector, developed interpersonal and management skills, and be commercially aware.

Please reply with full CV to Allan Ferrier, Director Finance, British Transport Advertising Ltd, 77 Newman Street, London W1A 1DX

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A successful international investment group has formed a company to conduct leveraged buy-ins of manufacturing companies in the UK.

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Please send full CV's in the first instance to Nick Hobson Hynes Dayton Amacom International, New Mercury House, 82 Farringdon Street, London EC4A 4BN.

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THE COMPANY is a privately owned international organisation with an outstanding record of innovation and achievement in a primarily property orientated environment. Its management has an outstanding reputation for commercial judgement and ability to implement complex and ambitious schemes successfully. Multi-million pound development programmes in the UK are now in place which form a sound basis for the long-term profitable expansion of operations in this country.

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- Creative self-motivation and ability to work under pressure within the team;
- Good communication and negotiation skills.

THE APPOINTMENT will be of particular interest to those currently working in financial institutions or large commercial organisations where major investment projects are appraised and funded. Experience of property/leasing transactions would be useful, although candidates from other backgrounds should not be discouraged from applying. Most important is a creative analytical mind willing to be challenged by a unique dynamic environment.

Please write, in full confidence and enclosing your curriculum vitae to Eve Wemy who is advising on this appointment - quoting Ref: 1926.



MANAGEMENT CONSULTANTS  
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## GROUP TREASURY ACCOUNTANT

**West London**

Beecham Group plc is a leading pharmaceutical and consumer products company with a turnover of £2.5bn, profits of over £400m and operations in over 30 countries worldwide.

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You need to be a self-starter with good planning skills, who can demonstrate relevant experience including the preparation of management and statutory accounts, ideally gained within a banking or sizeable corporate treasury environment. Thriving in a team atmosphere you will be expected to set high standards and 'add value' to this position.

The competitive salary package is dependent on experience and qualifications. Performance will be rewarded and there are excellent career prospects.

Please write enclosing a comprehensive c.v., stating current salary and daytime telephone number to: Ms T McKay, Group Personnel Manager, Beecham Group plc, Beecham House, Great West Road, Brentford, Middlesex TW8 9BD.

**Beecham Group**



## Deputy Finance Director

**International Engineering Group,**

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This varied and challenging position reports to the Finance Director of a highly successful and profitable engineering and services company, part of a large UK plc group. The company's operations are international with thirty distinct operating units and projects conducted on a worldwide basis. The role will involve the extension of already advanced control systems and the evaluation of variances/capital spend plus over-viewing treasury and internal audit controlling a team of eight people. A further key area will be active participation in corporate finance/m & a in an ongoing process of group rationalisation and expansion internationally. The requirement is for a graduate qualified accountant in the 35-42 age range who has acquired a minimum of five years commercial experience. Some of this will preferably have been gained in a senior HQ role in an organisation with a strong emphasis on corporate services to operating divisions. The negotiable salary and bonus package is complemented by comprehensive benefits and there are excellent development prospects in the company internationally and in the parent group.

Male or female candidates should submit in confidence a comprehensive c.v. or telephone for a Personal History Form to, S.J.A. Nicholson, Hoggett Bowers plc, 1/2 Farnover Street, LONDON, W1R 9WB, 01-734 8822, Fax: 01-734 3738, quoting Ref: H1808/77.

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Your career path starts immediately on a package of £20,000 and will progress in stages to a full and equal partnership.

If you believe you have the necessary qualifications, ability and experience in smaller companies to make a successful career in the profession - but value quality of life for yourself and your family, please send full career details, in confidence, to Andrew Duncan, March Consulting Group, March House, 13 Park St., Windsor, Berkshire SL4 1LU, quoting reference number AR.1071.



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**Wassall PLC**

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A fast-growing quoted company, Wassall PLC, led by an ex-Hanson management team, requires an additional person to join their small Head Office as a Financial Controller. The position is vital to the strategy of continued rapid expansion and represents a superb career opportunity for a suitably qualified and motivated individual.

The Financial Controller, reporting to the Group Finance Director, will provide the day-to-day financial link between the Head Office and subsidiary companies. A substantial amount of time will be spent with the operating units. Applicants, aged between 28 and 33, must be professionally qualified accountants with good commercial experience.

Please apply in writing enclosing a c.v. and quoting reference M4425 to:



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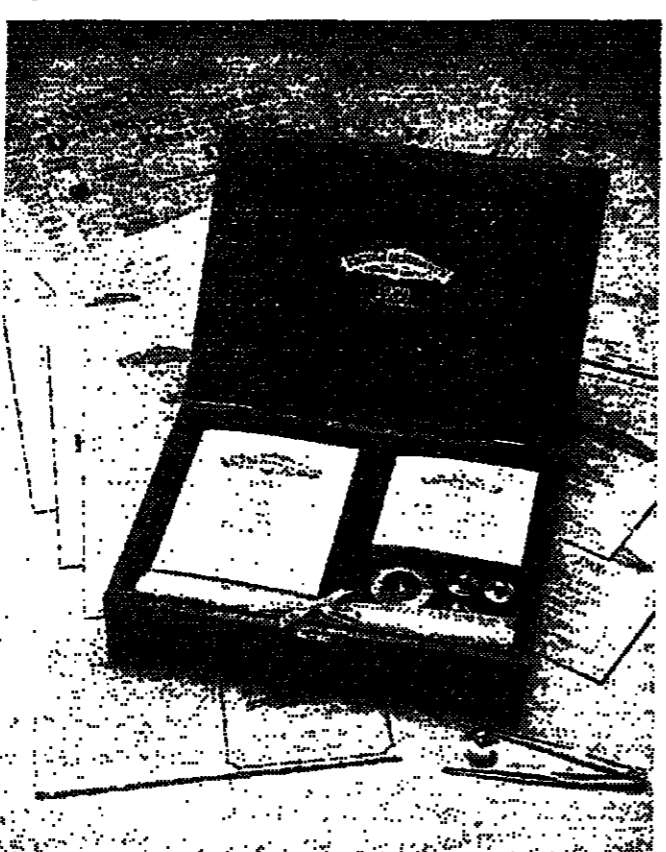
**Selling insurance**

**The games that brokers play**

Philip Rawstone explains how London & Edinburgh embarked on a competitive alternative to advertising to increase the loyalty of its intermediaries

In the past five years, playing games has become an essential part of the London & Edinburgh Insurance Group's marketing strategy.

Marketing director, Eric Bamford, has found no better way of capturing the attention of Britain's insurance brokers - his primary target - and of ensuring that they think of London & Edinburgh whenever they write policies for commercial, personal and motor insurance.



The business game: players are required to calculate the time taken for a trip around Europe at the turn of the century

Last week, 6,000 young insurance brokers throughout the country were invited to compete in the latest game, Claim It Again. Sam. Over the next four months, they will follow - on a series of records - the adventures of a small-town insurance broker, day-dreaming of life as a 1940s American private eye.

Players will have to identify the colourful characters he meets and provide some of them with insurance policies, written, naturally, after reference to the London & Edinburgh rate card.

The winner, who will have to solve an imaginary crime as well as write the correct policies, will get a sports saloon car - and a minibus to hand over to a charity.

What London & Edinburgh should get, according to Colin Smith, chief executive of Impact Marketing Consultants which devised the game, is heightened awareness of the company and increased familiarity with its insurance rates and products among the brokers. This, it expects, will breed more business.

The group - which recently changed its name from Excess Insurance - had, until 1984, relied entirely on advertising in insurance trade journals to promote its products.

Smith says: "It seemed to us to be a repetitive, and perhaps wasteful, way of doing things. Though some general advertising is necessary, if you want to promote, say, personal insurance products, you really want to talk directly to four or five thousand people."

"But it did not seem enough just to produce a succession of direct mail shots. There is a limit to what you can say to

such an audience. You cannot just keep on saying it seven times a year. We wanted a new line of communication between the company and its market."

Impact therefore began to look for some form of promotion that would not only raise awareness, but build the company brand by involving the target audience more closely with it over a period of time, rather than merely reading about it in an advertisement once a month, says Smith.

"Brokers have a lot of insurance companies to choose from when giving quotations or writing policies. We wanted to make them so familiar with the London & Edinburgh brand that it would be among the first they would think of."

Bamford adds: "We did not want to market ourselves through prize draws or mere games of chance. And in addition to promoting general awareness of the company, we wanted something that could be focused on specific lines of business and products."

The result was a game called Land of the Pharaohs, distributed in 1984 to fewer than 3,000 commercial insurance brokers. In a business sector not exactly noted for imaginative marketing at the time, it caught immediate attention. Though given a low-key introduction, some 1,200 brokers competed in the game over a period of two months.

Impact developed two other games - Motorcross and Tale of Two Cities - soon afterwards for other groups of brokers. But it was a game devised for 280 reinsurance brokers last year that set the seal on the marketing initiative.

Richly presented in a silk-

lined, polished wood box, the 1900 game involved participants in a turn-of-the-century race around Europe. It required them to calculate precisely the time for a journey from London to Paris, Barcelona, Hamburg and back to London using the transport then available.

The game was played in stages with new items of information - such as newspapers, announcing a dock strike or train cancellations - arriving just before each journey.

The prize for the winner was a return trip to New York on QEE and Concord; and a charity shared in the other awards that were made.

London & Edinburgh invested about £100,000 in the promotion, and Bamford says the company was "very pleased indeed" with the results.

The launch presentation in London's Baltic Exchange was attended by 183 of the 280 brokers; 136 finally entered the game and 101 completed it, putting their minds to the problems it posed for an hour or two a month over three months.

Through the game, Smith says, London & Edinburgh succeeded in provoking a considerable response from a very high proportion of its audience.

The game attracted favourable notices in the trade press, new brokers in the targeted group began using London & Edinburgh and the company's overall reinsurance business increased.

Bamford says: "The games, so far, have certainly achieved their main object of promoting awareness of the company and its products and our latest game should help to sustain it."

"They have given us social opportunities to get to know a lot of people better, and it has all been fun, not least for our own staff."

Smith believes that it was daring of London & Edinburgh to take the plunge when it did, "but I have been surprised by how few companies have followed its lead." He is, however, now working on the development of a game to be used in the marketing of a range of products for NEC, the Japanese office systems company.



Scenes from the Levi "Refrigerator" commercial, the cost of which was spread across several countries

**Ads astride the world**

Alice Rawsthorn traces Levi Strauss's development of international commercials

It is now four years since cinema audiences first saw a commercial in which a young man strode into a steamy 1850s laundrette, to the strains of Marvin Gaye's soul music, stripped to his boxer shorts and washed his Levi jeans.

The commercial was so successful that Marvin Gaye's record was re-released and the young man foresaw modelling for pop stardom. It also succeeded in reviving the European jeans market and the fading fortunes of Levi Strauss.

Levi's "Laundrette" commercial made its debut in Europe and has since been shown in almost every country in the world. Its success has encouraged Levi to develop a special strategy for exporting its advertising from country to country.

The advantages of "exporting" commercials are obvious. First, it offers an opportunity for Levi to make the most of its successful advertising. Second, it enables the company to recoup production costs - one of its 1988 commercials, "Refrigerator", cost over £300,000 - by spreading the expense across different countries.

Levi Strauss, with global sales of over \$3bn (£1.75bn) last year, is the biggest clothing company in the world. It manufactures jeans in 20 different countries and sells them in more than 70.

All the company's international activities are co-ordinated by Levi Strauss International, operating on the site of the original dry goods store by the San Francisco waterfront

where Levi Strauss, a German émigré, sold the first denim jeans in the 1850s.

In the past, several unsuccessful attempts were made to co-ordinate advertising across different countries. Since 1985, when the founding family regained control of the company in a \$1.6bn leveraged buy-out, LSI has renewed its efforts to encourage its subsidiaries to exchange advertising concepts and commercials.

The buy-out coincided with the adoption of the "core product strategy" in which Levi streamlined its activities to concentrate on its traditional denim jeans. It marked the return to its roots by relaunching its authentic fly button 501 jeans: first in the US and then in Europe.

Bartle Bogle Hegarty, the London agency that had been appointed to handle its advertising across Europe, created "Laundrette" as the first pan-European commercial. Each European subsidiary retained its own consultancy for media buying, but BBH controlled the creative work.

"Laundrette" was so successful in Europe that it was then used by other countries. BBH

its commercials for use in Australia and Brazil, where the local content rules stipulate that commercials must be produced within the country. Its agencies often stick to the concept of the original commercial, but adapt it to suit the exigencies of the local market.

In Australia, for example, where women are important purchasers of jeans, the tone tends to be softened. The script for "Refrigerator" - set in a seedy hotel diner in the Mid West, where a woman watches a young man retrieve his 801s from the refrigerator and roar away on a Harley-Davidson motorcycle - was changed so that the woman roars off on the motorcycle too.

Censorship is a persistent problem. Even "Laundrette" was deemed too salacious for most of South East Asia. "Refrigerator", the most sensual of all the commercials, has fallen foul of the censors in several countries.

Levi is lucky in that denim jeans are one of the few truly global products. Similarly, the imagery of its European advertising - the culture and music of the US in the 1950s - is universally recognisable. Other companies, with products positioned differently across the world, would not find it so effective to export commercials from country to country.

Even Levi has encountered problems. It has failed so far to apply its international advertising strategy successfully in Japan. "We have tested commercial after commercial in the Japanese market," says Chiarella. "But none of them works."

Each new commercial is sent on video to the subsidiaries to see whether it will be compatible with their marketing strategies. If it is suitable, the subsidiaries must then consider whether the commercial satisfies the local rules covering copyright, content and censorship.

The local rules can be labyrinthine. Levi could not show the original "Laundrette" in the US because another advertiser - California Raisins - already held the musical copyright for Marvin Gaye's "I heard it on the Grapevine".

Similarly Levi has to reshoot

where Levi Strauss, a German émigré, sold the first denim jeans in the 1850s.

In the past, several unsuccessful attempts were made to co-ordinate advertising across different countries. Since 1985, when the founding family regained control of the company in a \$1.6bn leveraged buy-out, LSI has renewed its efforts to encourage its subsidiaries to exchange advertising concepts and commercials.

The buy-out coincided with the adoption of the "core product strategy" in which Levi streamlined its activities to concentrate on its traditional denim jeans. It marked the return to its roots by relaunching its authentic fly button 501 jeans: first in the US and then in Europe.

Bartle Bogle Hegarty, the London agency that had been appointed to handle its advertising across Europe, created "Laundrette" as the first pan-European commercial. Each European subsidiary retained its own consultancy for media buying, but BBH controlled the creative work.

"Laundrette" was so successful in Europe that it was then used by other countries. BBH

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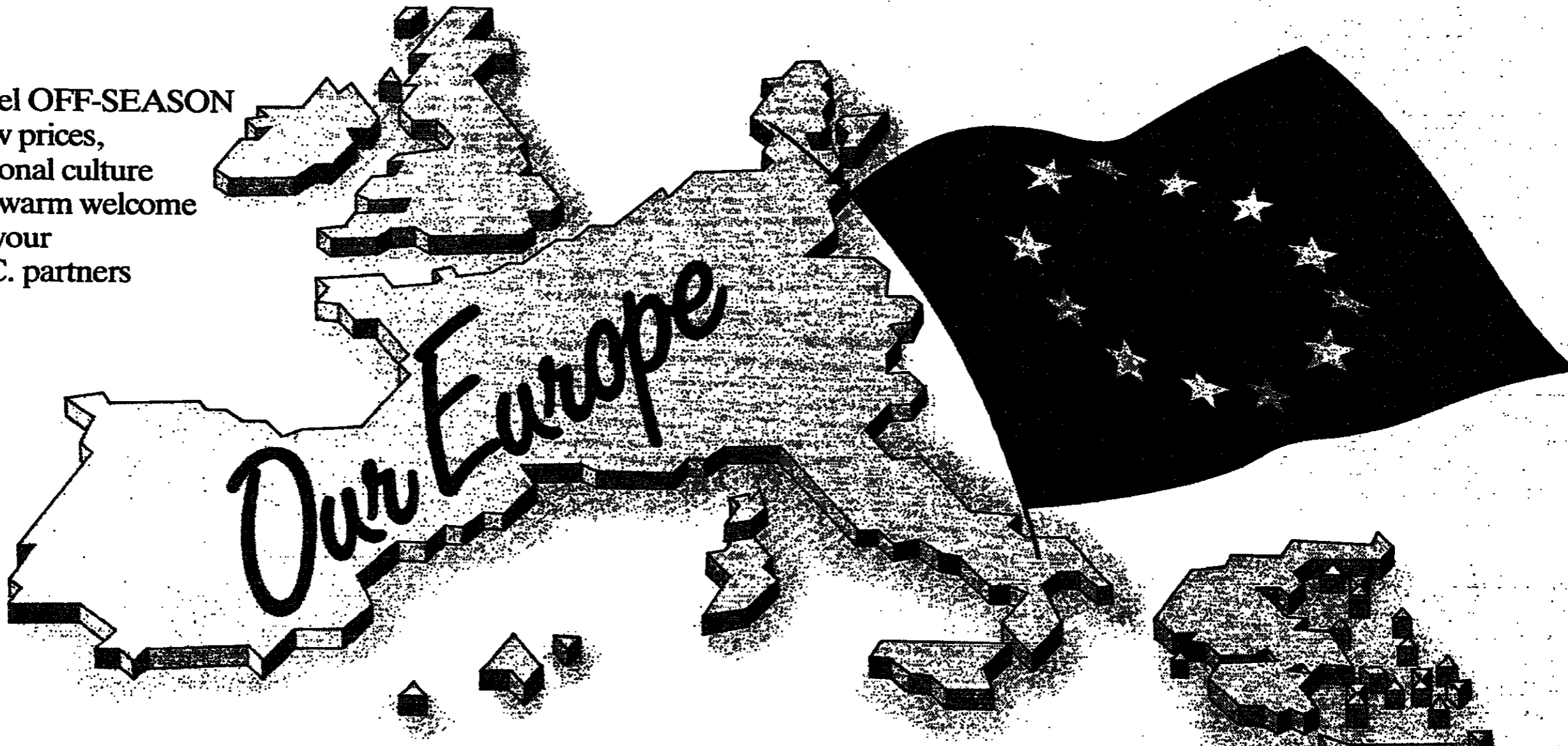
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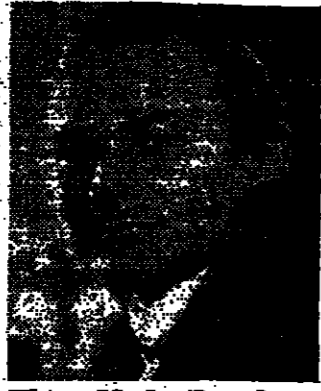


ARTS

CINEMA

Smouldering along

Many people fear the New British Cinema is now dead. One week last summer it sat up in bed, threw out its arms in a glorious gesture towards eternity...



Klaus Maria Brandauer in "Burning Secret"

BURNING SECRET Andrew Birkin

THE TALL GUY Mel Smith

RETURN FROM THE RIVER KWAI Andrew McLaglen

THE DEAD POOL Buddy Van Horn

MATEWAN John Sayles

THAT NIGHT IN VARENNES Ettore Scola

which they should have been paid \$4 each themselves. Let us not dwell in detail on this war romp directed by Andrew (Wild Geese) McLaglen.

Meanwhile something different and familiar is stirring in San Francisco. Detective "Dirty Harry" Callahan (Clint Eastwood) has been ordered off the streets again.

In his latest case, file-named The Dead Pool, he is pitted against a mass-murderer impersonating an actor, trying to frame a famous film director.

Ruddy Van Horn directs a certifiable plot with the straightest, likable face, and Irish actor Liam Neeson adopts a defiant charisma and interesting accent (cockney? Australian?) as the framed director.

For all The Dead Pool's defects, there are moments in John Sayles's Matewan and Ettore Scola's That Night in Varennes when a little crisp action from Dirty Harry would be welcome.

Scola's French Revolution costume epic is a masterpiece. Harvey Keitel (Tom Paine), Marcello Mastroianni (Castroville), Jean-Louis Barrault and Hanna Schygulla are among the Euro-celebrities taking a historic coach trip in 1791.

In celebration of Charlie Chaplin's 100th birthday (April 16), City Lights will be playing at the Dominion next week with a live orchestra. Whether you like the Little Tramp or not, it promises a more fruitful experience than any of the above.

Nigel Andrews

A Midsummer Night's Dream

ROYAL SHAKESPEARE THEATRE, STRATFORD-UPON-AVON

The seat usually occupied by the RSC's artistic director was empty on Tuesday night. Terry Hands, having announced his intention of leaving the company in 1991, had gone on holiday just as John Caird unleashed a production of A Midsummer Night's Dream which is the best in Stratford-upon-Avon for years and which even promotes its director to the front of the queue for the succession.

Theseus and Hippolyta are to be married in a huge white marquee, but lines of disagreement are indicated by foot-wear. Eggeus in his white spats, the resentful Helena in Doc

Martins. The fairy world that stands on the Edwardian coat tails of the court is a surly crew of suppressed schoolchild, run, led by the brilliant Puck of Richard McCabe, who wears a white tutu as a belt around his blazer and baggy grey shorts and who relates the sprite's vicious interventions to the liberty-taking public school manners of alternative comedy. He is a dead ringer for Griff Rhys Jones.

Caird mines a rich seam in recent RSC tradition on the Trevor Nunn humanist side: these fairies - girls in white ballet gear and stockings, chaps in blazers and butterfly wings, the little Indian change-ling boy in pyjamas - are like the lost children in J.M. Barrie. Although the usual doubling of Theseus/Oberon and Hippolyta/Titania is followed, John Carlisle and Clare Higgins suggest that fairyland is a place of dark dreams and lost innocence quite apart from Athens.

The Nunn/Caird collaborations on Peter Pan, Nicholas Nickleby and Les Misérables are continuously evoked. "You spotted snakes with double tongue" is a chorus for Eugeo-que broom-wielding fairy waifs. Sue Blane's forest beyond the marquee is a repository of Nickleby-style junk -



John Carlisle and Richard McCabe

bikes, cellos, bins and garbled trees growing out of iron staircases. I always assumed that Caird assisted Nunn on those productions. Having now seen how well the solo Caird handles Ben Jonson, one begins to wonder if it wasn't the other way around.

Inexperience shows only in the notoriously difficult lovers' quarrel, which lacks shape, and the mechanicals' play, which is laboriously extended. Amanda Bellamy's Hermia is the pick of the youngsters, while the yokels are rumbus-

tiously led by David Troughton's Bottom. The latter sizzles with enthusiasm in the rehearsal scenes, sports a massive donkey head with deliciously mobile jaw and eyelids in the woods, and drives Paul to a hysterical high-strung Quince to drink on the prompt book.

The great RSC Dream remains, of course, Peter Brook's in 1970. This one misses out on tenderness and tears. But it is the most marvellous fun, and generous in its will to entertain. When Car-

lisle's silken Oberon commands his tribe to rock the ground, the stage explodes in a post-punk mélange of Come Dancing and Prokofiev's Romeo and Juliet suite. This may offend the Bardophiles, but Iona Sekacz's music is a major (and minor) key factor in a show that left me hugging myself with pleasure. If Mr Hands had been there, I would have hugged him, too.

Michael Coveney

Icecream

ROYAL COURT

Stark, fierce, elliptical, gnomic and short, Caryl Churchill's new play is an interesting return to pure writing for a dramatist whose greatest hits have been developed in workshops and rehearsals.

A perusal of the text, published by Nick Hern Books at £4.50, confirms that not a word is wasted. Into 20 short scenes (playing time 75 minutes), Churchill has packed an explosive allegory of the historical transatlantic alliance in the shifting relationships of an American husband and wife and an English brother and sister.

As usual, the jabbing exchanges have a quality of stychomythia in Greek tragedy, and another stylistic hallmark, the overlapping dialogue, creates both texture and tension on stage. The quartet of long lost cousins indulge in the most splendid genealogical babble, while the quarrels and disagreements that sour the later episodes are symptoms of a deep linguistic and sociological confusion.

The pattern of the piece reminds me of earlier plays like Traps and Owners. There

is a dream-like bravado about the arrival of Lance and Vera in Scotland to chase up a drowned antecedent. The Brigadoon connection is established with a refrain from "The Heather on the Hill" as they drive through a split screen country view. Their British stay is enlivened with sex and violence. Phil, in the East End, kisses Vera passionately on the mouth. In a pub, he spies an evil man, and the quartet is later trapped, as in a photograph, above a blast meter whose they will dump in Epping Forest.

The landlord has been murdered, but we never really know if Phil's deed is a just crime or psychopathic flurvy. It just happens. The first ten scenes in Britain are brimful of sudden emotional inconsequence. The kiss, the quarrel, the crying at breakfast after a disavowal of greasy fried eggs. The second half, in America, begins with Vera confessing to a shrink. Then Lance confesses to a friend.

Phil is killed in a road accident the steps of the present looking the wrong way, as did the American director Alan Schneider at Hampstead Thea-

tre a few years back), and the evening accelerates as a condensed travélogue for Jag. She falls in with a Born Again hitchhiker and his mother and commits a murder, putting a professor off a hill when he progresses from bitching his dead wife to ordering her to remove her blouse. What happened is characteristically revealed half way through the next scene. Churchill's narrative is a haunting exercise in delayed chronology.

This strange, jangling and often very funny play is superbly directed by Max Stafford-Clark. Very well designed by Peter Hartwell and performed with confident expertise by Carole Hayman and Philip Jackson as the Americans, and by Saskia Reeves and David Thewlis as the alienated, jumpy English siblings. Gillian Hanna and Alan Corduner also populate the snapshots. Powerfully coded, but not obscure, the play also encourages a rare sense of theatrical and aesthetic experimentation.

Michael Coveney



Allan Corduner and Saskia Reeves

Orchestre National de Lille

FESTIVAL HALL

The Lille orchestra and its founder-conductor Jean-Claude Casadesu brought an enterprising programme to the South Bank on Tuesday, too surprising to draw the house they deserved. In fact, though their sponsors Elf Aquitaine had evidently made helpful efforts. Perhaps the intended soloist, the splendid Russian violinist Yuri Bashmet, was to have been the main lure; but he is not a household name here (no violinist is), and in the event he was anyway indis-

posed. Berlioz's Harold in Italy boasted the Israeli-Canadian Rivka Golan instead, another potent musician with more dramatic flair than the viola usually inspires. Her opening Adagio, uncommonly broad and intense, seized the attention at once, and thereafter she disclosed new expressive points in every section. (I doubted, however, that the famous Ponticello appoggio in the Pilgrims' March gained by the expressively wayward treat-

ment; that memorable Berlioz trousseille should be delivered straight.) Casadesu proved a lively accompanist and his orchestra notably well-balanced, though the closing Briggands' Orgy hardly matched the "frenetic" prescription. Berlioz was preceded by Xenakis, whose 1987 Tracées had its British première. It filled barely more than five minutes with huge apocalyptic earth-tremors, impressive by virtue, presumably, of the arcane proportional calculus

which is Xenakis's special weapon; one could never mistake the piece for mere overbearing noise.

So too in Dutilleul's First Symphony, a work which probably has had its problems in the light of his mature and late music, it seems simple but wholly characteristic - better than it did its first audience in 1961. Then, the original cut of the material must have been less striking than the coolly conservative forms in which Dutilleul cast it: Brahmsian,

even, at a time when the answer to "Aimévous Brahms?" was a universal Gallic "non". The dry clarity of Casadesu's exposition was apt and cannily effective. We got a charming period-discovery as well: the overture by Charles-Simon Catel (1733-1830) to his opera Semiramis, professionally skilful, displayed imagination considerably beyond routine - as did this whole concert.

David Murray

April 7-13

SALEROOM Attractions of Islam

The series of sales of Islamic works of art in London this week is going rather well. This series has had its problems in recent years but yesterday morning Sotheby's brought in £785,983 with less than 15 per cent unsold.

The star lot was an Ottoman gilt copper chandelier of the 16th century, which sold for £39,000 as against a top estimate of £30,000. A chandelier is the piece of armour worn by a horse to protect its head, and this example carries the mark of the Ottoman Court Arsenal. The same collector paid £38,500 for an Ottoman silver gilt bowl, six inches in diameter, dating from the reign of Suleyman the Magnificent in the early 16th century.

Another active private buyer paid £27,500, three times forecast, for an Iznik pottery dish of the late 16th century, splattered with reds, blues and greens, and £22,000 for a similar dish. The sensation of the sale was the price of £23,100 which secured an Armenian ewer, carrying the date 1179, or 1765 AD. It is cobalt blue and doubled its estimate. This is a rare item, but Armenian ceramics have rarely sold for more than £1,000 in the past.

An Ayyubid silver inlaid brass ewer base, probably made in Syria in the early 13th century, fetched £20,900. A interesting item was a mid-

18th century ceramic lemon squeezer, in blue, virtually identical in shape to today's ceramic. The Turkish consumed great quantities of lemon juice in the preparation of lemon sherbet. This example, one of only half a dozen of its type known, quadrupled its forecast at £3,850.

A minor print sale at Christie's brought in £153,450 in the morning session with just 6 per cent unsold. The Milkmaid, a 1510 engraving by Lucas van Leyden, tripled its estimate at £4,400.

There were some impressive prices paid at Christie's major jewels auction in New York on Tuesday which totalled \$21m (£12.4m). The top price was the £1.14m paid by Graff of London for a single stone fancy blue diamond ring with a blue diamond weighing 7.05 carats.

The National Art Collections Fund has made a substantial donation of £100,000 to the Fisher Art Gallery in Lincoln which is trying, by June 1, to raise the £1,922,250 needed to keep Benjamin West's portrait of Sir Joseph Banks in the UK. Banks, a local Lincolnshire landowner, was a companion of Captain Cook on his voyage to Australia and the leading scientist of his day and the NACF contribution should galvanise the appeal.

Antony Thorncroft

ARTS GUIDE

EXHIBITIONS

London

The Whitechapel Art Gallery (in collaboration with the Fundación Juan March) presents the exhibition: Paintings and Drawings 1929-41 Daily except Mondays until April 28 - sponsored by Citicorp/Citibank.

Paris

Grand Palais. The French Revolution in Europe. A vast exhibition organised by the Council of Europe to mark the bicentenary of the French Revolution in the social and political context of Europe as a whole. Closed Tues. Lasts closing night Wed. (42.96.88.80).

gna. Mon and Wed until 9.45pm. closed Tues. The Louvre. Les domestiques du Louvre. Appt. the newly refurbished museum inaugurates the 1,200 square metres of space created underground for temporary exhibitions by expressing gratitude for the generosity of donors throughout its existence. 10am to 10pm, all days except Tuesdays. Ends August 21. Entry through the Pyramid, Hall Napoléon's Green Access and while the Musée Jacquemart-André, Russian historical costumes. Leininger's Hermitage 1860-1880 has: last 200 exhibits on its treasure trove of historical costumes dating from 1700 to 1914. 12.30. Ends August 21. 12 noon-8.30pm. ends May 21. Musée des Arts Décoratifs. The intimate world of Alexander Calder. Some 300 works, most of them gifts to family and friends and, as such, exhibited for the first time, show the inventiveness and sense of humour of the sculptor. Ends May 21. Closed Mon and Tue. (42.95.24.14).

Amsterdam. Stedelijk Museum. The first

major retrospective of the work of Eschsch. Malevich combines loans from leading Soviet galleries with the famous holdings of the host museum. Ends May 22. Van Gogh Museum. Prints, drawings and gouaches illuminate the work of Gauguin's followers who headed together under the name Les Nabis. Ends May 22. Brussels. Palais des Beaux-Arts. Art Deco in Europe. Tues-Sat, closed Mon. Ends May 22. Musée d'Art et d'Histoire. Tibet - Terror and Magic. Sculptures and paintings of lamaist gods on loan from the Musée Guimet, Paris. Closed Monday ends May 14 (783.9610). Banquet Bruxelles Lambert. Women at the Time of the French Revolution. Daily, ends May 15. Galerie COHER. The Heritage of the French Revolution 1794-1814. Daily, ends June 11.

Frankfurt. 'Je Suis le Caltier', the sketchbooks of Picasso. This exhibition of 40 sketchbooks and 200 paintings, organised by the New York based Pace Gallery and sponsored by the American Express company, will have its second stop here in Frankfurt on the European tour. Ends May 28. Schloss Kronthal and Kunstverein. Am Römerberg/Prospect 98. Peter Weisermar director of Frankfurt's arts association has again chosen a wide variety of artists with around 80 painters and sculptors from 15 different countries for this year's Prospect

80. Ends May 21.

Berlin. Fritz Koenig. 35 sculptures worked in iron, 70 script pictures and 100 drawings. Born in 1924 are exhibited until May 1. Akademie der Künste, Hansertweg 15. Willi Reinheimer (1899-1985). To commemorate the 100th anniversary of the German abstract artist's birth there are 140 works from all periods of his working life to be seen until May 28. Nationalgalerie, Potsdamerstrasse 50.

Vienna

The Bawag foundation, run by the Bank für Arbeit und Wirtschaft in Austria, is exhibiting works by the young Austrian painter, Kurt Weiler. One of his hallmarks is his sympathetic evocation of provincialism. Ends May 6. Museum für Applied Arts. Austria's rebellious artists of the 1960s have their own exhibition here entitled, Aktionsmalerei-Aktionismus. Wien 1960-1968. Ends May 12. Secession. There is always some exhibition by Austrian artists on show here. But it is also worthwhile to go downstairs and see Klimt's Beethoven Frieze, which has been restored to its original place. The Secession, home of Vienna's fine-décor painters, has been wonderfully restored.

The Kunstforum, a new art gallery run by the state-run Leanderebank, makes its debut with the Leopold collection. Well worth catching. Ends June.

Rome

Palazzo Braschi. Views of Rome by Giambattista Piranesi: 83 engravings by Piranesi and contemporaries (including his son, Francesco and his mistress, Giuseppina) as well as the view of 1745 to 1778 at a magical period in the city's history. Until April 25.

New York

Pierpont Morgan Library. Master drawings borrowed from the Earl and the oldest museum, the Taylor in Harlem, focuses on work by Michelangelo, Raphael, Goltzius, Rembrandt and Guercino among 100 pieces from the 16th and 17th centuries. Ends April 30. Museum of Modern Art. In advance of its arrival at London's Hayward Gallery in November, the first retrospective of the work of Andy Warhol since 1970 surveys all his work from the 1950s, covering the Campbell's Soup cans, silkscreens on canvas of Elvis, Jackie Kennedy, Marilyn Monroe and other movie stars, as well as painting and numerous self-portraits. Ends May 2.

Washington

National Gallery of Art. Cézanne: The Early Years. Already seen at London's Royal Academy of Art and the Musée d'Orsay in Paris, the exhibition comprises 65 oils and 35 drawings showing Cézanne's proto-impressionist techniques from 1869 to 1872. Ends April 30. National Gallery. More than 1600 objects from the Fitzwilliam Museum in Cambridge include paintings by Titian, Guercino,

Rubens, Van Dyck and William Blake. In addition illuminated manuscripts, ceramics and bronzes. Ends June 15.

Chicago

Art Institute. As part of a national tour, 67 rare ancient Greek sculptures, bronzes, and painted terracotta trace the evolution of the human form in art from the tenth to the fifth centuries BC. Ends May 7.

Tokyo

National Museum. Screen Paintings of the Muromachi Period (1364-1573). The Muromachi Period corresponds to the Renaissance in Europe and much of its art was produced under the influence of Zen Buddhism. Closed Mondays. National Museum of Western Art. Masterpieces from the Vatican. A somewhat random selection of paintings and sculptures, chosen to demonstrate the development of western art from ancient Greece to the Renaissance. Closed Mondays. National Museum of Modern Art. A major retrospective featuring more than 200 paintings, prints and drawings by the French Symbolist, attractively arranged by subject matter (monsters, angels, apparitions etc) rather than chronologically. Closed Mondays. Hara Museum, Kitashinjyū-ji. Hara Annual IX. Recent works by ten young and upcoming Japanese artists: an opportunity to view trends and developments in contemporary Japanese art. The museum was renovated recently. It is closed on Mondays.



## FINANCIAL TIMES

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## The US oil conundrum

THE ALASKAN oil spill has sharpened to a razor's edge the debate over whether to open the Alaska National Wildlife Refuge to drilling by the oil industry. This is an area of unique natural beauty, but it is also one of the world's last high potential, unexplored basins.

The debate has, however, done little to focus attention on how the US is to construct a satisfactory energy policy. The US's dependence on imported oil is growing rapidly. Too much should not be made of this fact, however. It is questionable whether American security will be adversely affected, at least as long as it has access to other sources of oil in the Western hemisphere.

The impact on the current account should not be exaggerated either, though it implies an enhanced effort to produce exports and import substitutes elsewhere in the economy. The US programme slipped during the Reagan years. But the programme is a cumbersome distortion of the market. It places an unnecessary burden on automobile companies, which can build small, efficient cars, but cannot sell them at a profit. High fuel costs would be a much more effective and appropriate incentive.

There would, of course, be unattractive consequences. An increased tax on gasoline consumption would be regressive, and would also have an uneven impact across the US. But these economic costs would be more than outweighed by the benefits: in particular, the tax would contribute significantly to raising new revenues for the US Government (about a billion dollars a penny, gross).

So far as opening the Alaska National Wildlife Refuge to exploration is concerned, the technology exists to allow exploration and production while causing little long-term harm to the environment. The cost would be enormous, and the regulatory regime to enforce environmental protection would be onerous.

Acceptance by the oil companies of such constraints would be one indication of whether the area is as promising as claimed. The problem is that the oil companies first have to be trusted to do what they promise, something that may not be in their interests. The Exxon Valdez disaster.

President Bush took an important step in January when he proposed improving incentives for oil production. Until now, benefits granted under certain tax provisions have been seriously diluted or erased under other provisions aimed at obtaining minimum tax payments. The rules were fixed in an era of high oil prices, the aim being to squeeze revenue out of the oil industry.

Faced with an unresponsive system of oil taxation and operating in an era of unstable and weak prices, the big oil companies are redirecting their exploration efforts outside the US.

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Many independent companies have gone out of business. What is needed is not subsidisation of oil production, but a tax system that allows better exploration of the costs of oil exploration and production.

Nevertheless, it is on the demand side that action is most needed. The simplest measure would be to raise the federal gasoline tax. Gasoline is now so cheap and gasoline consumption so small a proportion of personal income that US consumers have grown insensitive to prices.

## Reducing consumption

There is a growing consensus that gasoline consumption ought to be reduced, for both environmental and economic reasons. The principal current method of encouraging this change is to mandate higher average fuel economy standards for car makers (though this programme slipped during the Reagan years). But the programme is a cumbersome distortion of the market. It places an unnecessary burden on automobile companies, which can build small, efficient cars, but cannot sell them at a profit. High fuel costs would be a much more effective and appropriate incentive.

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## Christopher Bobinski in Warsaw on the new political landscape

Events in Poland have moved so fast in the past few weeks that many people are finding it hard to get their bearings. Take the secret police, for example. On Monday a police colonel and his two assistants, including Mr Leszek Moczulski, the head of the radical KPN group, from holding a press conference.

Usually on such occasions the colonel is waiting inside to turn the journalists away when they arrive. On Monday he was late, and the press conference started without him. Finally, he arrived to tell everyone to leave — but he did it without conviction. After a few days earlier, on April 5, round-table agreements had been signed with Mr Lech Walesa and Solidarity, once denounced as dangerous radicals. Who was to know if the KPN would soon be just as respectable?

In the end, everyone left. But the colonel's hesitant manner gave Mr Moczulski a chance to say that his group would be running in the elections agreed as part of the round-table agreement.

This package of reforms promises, at the very least, to change the country's political landscape. As the secret policeman's behaviour indicates, it is already changing the psychological atmosphere. Under the Soviet leadership under Mikhail Gorbachev apparently prepared to accept the changes, there are no hints of pressure on Warsaw to modify its policy, no rumble of tanks on Poland's frontiers, no ministerial visitations from Moscow. Indeed, the travel is likely to be the other way: Mr Lech Walesa, Solidarity's leader, says he wants to visit Moscow to explain the Polish situation. (The requisite invitation has yet to come; his first visit will be to Rome instead, to see the Pope.)

Meanwhile, it is not at all easy to divine how far Poland's political changes will go. The round-table agreement brings Solidarity back as a legal trade union, along with "farmers' Solidarity" and the NSZ independent students organisation. A new parliamentary chamber, the 100-seat senate, is to be set up alongside the present 460-seat Sejm (pronounced "same"). Poland is also to have a strong executive president.

Elections to the new parliament are to be held on June 4. The authorities are banking on the fact that Solidarity will have very little time to organise. The elections to the senate are to be free, if not entirely fair. Two senators are to be elected from each province (three from Warsaw and Katowice). With the urban provinces in a minority, the arrangement favours the countryside and the small towns. Here Solidarity is weak. The authorities hope this will give official candidates a better chance.

As for the Sejm, the authorities struggle to divide the seats between the Communist Party, Solidarity and its negotiators that 35 per cent of the seats will be allocated for non-party candidates to compete among themselves. The rest will be divided up among the established parties, led by the communists, who for the first time will not enjoy an absolute



Members of a newly legal union: NSZ students in Warsaw

## Poland's free vote

majority in the lower chamber. Both chambers, once constituted, will elect the President. It can be assumed this will be General Wojciech Jaruzelski, the present Party leader.

Last weekend, a group of academics and well-known artists who until now have acted as Lech Walesa's advisory committee agreed to front the election campaign for Solidarity. Union activists, who have yet to rebuild their organisation, are wary of the whole exercise. Lech Walesa, conscious of the pitfalls of getting too involved in the system, continues to repeat that he will not stand in the elections. Nevertheless, the meeting conceded that ultimate decisions on nominating the 260 candidates which the opposition will field will be in the hands of Mr Walesa and the union's top leadership.

This means that Mr Moczulski, who wants to put up 50 candidates, will have to persuade Solidarity to give him some seats to fight, or he risks clashing with the union and splitting the opposition vote. Other groups, such as the small Socialist Party, which are thinking of putting up a handful of candidates will have to do a deal with Mr Walesa's men.

At the election the opposition can rely on people to vote against well-known establishment names — as in the Soviet elections — but on little else besides.

"We have no structures, little money and scant access to the mass media," says Mr Bronislaw Geremek, a key figure in Solidarity. He was speaking to leaders of the NSZ students' union, its 30,000 supporters will be crucial in providing the campaign's infantry.

Also in Solidarity's favour is the power of its name, and the hope that voters will remember the names Mr Walesa tells them to vote for.

Mr Andrzej Wajda, the film director who has agreed to run the Solidarity propaganda effort, explained the costs to the election committee. "I need \$60,000 (\$35,500 for equipment and \$8,000 and 21.4.8m (\$4,100) for the first two weeks," he said. "Remember a 15-minute video costs 21.5m," he added.

Ironically, given the Solidarity leadership's social democratic inclinations, Mr Andrzej Machalski, from the free market economic action pressure group, has been asked to organise the campaign itself.

Meanwhile the Polish Government is pressing ahead with its programme of economic change. It says it will close down loss making factories and costly coal mines, and promises to attract foreign investment through the new joint venture law. But with an eye to the elections and the 20 per cent burst in inflation since the beginning of the year, the Government is promising — for the moment at least — to hold back prices.

This puts it in a dilemma, because the signs are that meat production will fall significantly unless farm prices are raised. Farmers' protests began last month. By this week they had spread to 32 provinces. The countryside's political importance has been strengthened by the composition of the new senate. The Government is saying that farm procurement prices will be raised early next month, and price controls lifted soon after.

This would end the monop-

oly over food distribution. But it would also mean that food prices for consumers would go up, presumably after the elections. If subsidies were to be removed according to government plans then meat would cost some two and half times more than it does now.

It can be assumed that wage increases would compensate consumers for the price rises, but nevertheless the operation risks provoking serious unrest. While the farming unions — both Farmers' Solidarity and the official agricultural trade union — support the policy, Solidarity and the official OPZZ trade union movement can be expected to resist.

Indeed, both Solidarity and OPZZ, their rivalry increasingly fierce, recognise that inflation is now the main issue for the man in the street. Solidarity settled in the round-table discussions for the shop floor level as well.

The signing of the round-table agreement was accompanied by some last minute drama reflecting the mounting rivalry between the two groups. Solidarity, settled in the round-table discussions for the shop floor level as well.

There would be an economic breathing space for the Government were the burden of servicing Poland's \$90bn of foreign currency debt to be eased. Western governments have welcomed the round-table accords and some, including the US, have hinted at the prospect of some \$250m of new trade credits.

Prominent western visitors like President Francois Mitterrand are expected in Warsaw in the coming months. Their arrival could be accompanied by some debt relief, although the Government this week warned Poles not to expect too much help from abroad. Mr Jerzy Urban, the Government spokesman, urged them to rely instead on their own efforts to improve the economy.

The round-table accord has brought détente of sorts between the authorities and Solidarity, and officials are hoping that this will stabilise Poland's political situation. "We are in control of social processes," said Mr Alexander Kwasniewski, an up-and-coming young minister, at the close of the round table. He meant that in the past Polish leaderships had waited until crises were upon them before taking steps; this time, he implied, changes had been implemented in time to avert a crisis.

But inflation promises to exceed 100 per cent this year and supplies of consumer goods will be low. The resulting popular dissatisfaction could bring a serious setback for the authorities at the election, or serious unrest later in the year. In either circumstance, Lech Walesa and Solidarity could be forced by events to drop their present moderate approach. That would lead to an outright challenge to the communists' right to rule with incalculable consequences for Poland and the whole of Eastern Europe.

## BOOK REVIEW

## Birth of a US commitment

The fortieth anniversary of the signature of the North Atlantic Treaty on both sides of the Atlantic. The "Gorbachev factor" worries Washington. West Germany is divided over the re-updating of Europe's nuclear defence. Nato seems irrelevant, its supporters frozen into the attitudes of the Cold War. The appearance of this volume of official British documents, covering the four months in which, in the aftermath of the North Korean attack across the 38th parallel, the question of German rearmament was first raised, will do nothing to resolve these worries. It provides, none the less, a fascinating insight into what was a critical period for British policy makers.

No-one remembers now that for the first years of Nato's existence, there were no American troops committed to Europe's defence. What few US units there were in Europe were under orders in case of Soviet attack to highlight it for the Channel and the Pyrenees. Korea changed all that. But the American offer to commit troops to Europe's defence came late, in the form of the Truman Doctrine, which, with which this volume is concerned, has a price tag, a German contribution to Europe's defence, in short the recreation of a German Wehrmacht only five years after D-Day.

In military terms, nothing else matters since Europe's only existing military forces, the armies of the Brussels Treaty organisation formed in 1948, could only defend the line of the Rhine, abandoning West Germany and the northern Netherlands. The Soviets had already endowed the East German state with a militarised police force, the *Beritschaften*, quite capable of crossing over into Berlin or West Germany and winning any resulting civil war. Britain proposed to allow the Bundeswehr to publish a similar force.

The American offer, arms, equipment, men and money swept all this away. The British cabinet thought the price of German rearmament worth paying, as did all the other Nato states save France. The French cabinet, driven by the hard-line Socialist minister of defence, Jules Moch, did not. Out of the resultant deadlock there emerged the Pleven plan for a European army, with a European defence minister, a conspiracy between the European federalists around Jean Monnet and Robert Schuman, the French Foreign Minister, a scheme drafted without any consultation with the French military. German units were to be incorporated into this army at the regimental level.

The idea struck the British cabinet as lunacy. Churchill said that it would be "a stodge amalgam." Bevin, ill and soon to die, saw something more sinister, a new attempt to create a neutralist west Europe. He did not seem to have been

DOCUMENTS ON BRITISH POLICY OVERSEAS  
Series II, Vol III  
German Rearmament  
Sept-Dec 1950  
Edited by Roger Bullen  
and M.E. Paddy  
HMSO, 1989

aware that the American offer of troops was only intended as a temporary measure, until German troops could take their place. Attlee controlled Bevin, but the British cabinet could not, or did not, dare support the French against Washington, and Britain was driven further into isolation from France and from the European grouping out of which seven years later was to come the Common Market.

This superbly edited volume, the work of the late Dr Roger Bullen, whose death is a great loss to British scholarship, offers a fascinating picture of the interplay of personality, institutional fixed minds and the inner workings of the Whitehall machinery. We find the American offer to commit troops to Europe's defence already endorsed by the East German state with a militarised police force, the *Beritschaften*, quite capable of crossing over into Berlin or West Germany and winning any resulting civil war. Britain proposed to allow the Bundeswehr to publish a similar force.

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Donald Cameron Watt

The author is Stevenson Professor of International History at the London School of Economics

## Buzzing Bauman

Bob Bauman, to use one of his favourite expressions, was feeling good yesterday. As one of the growing number of American managers who have made good in London he had helped to stitch up the deal which promises to put him in day-to-day charge of one of the world's biggest health-care groups.

Bauman is an American marketing man who is chairman of Beecham, the UK drugs company. Always assuming yesterday's merger agreement with SmithKline Beecham of the US comes off, he will be running the combined SmithKline Beecham, the mid-Atlantic enterprise that is due to emerge from the combined businesses.

Bauman came to Beecham nearly three years ago after it had lost its way in the early 1980s and a boardroom coup removed much of the old guard at the company. He had spent most of his career in executive posts at General Foods.

Tall, relaxed Bauman, who is 58 but looks considerably younger, comes with a well-established reputation as a doer. He holds his considerable charm to good effect in public. He has been known to make favourable comments about the British weather. But Bauman can also wield the axe behind closed boardroom doors. Bauman is credited with restoring profits and morale at Beecham whose commercial performance has improved substantially.

He is also something of a specialist in management strategy. His fondness for the latest buzz-word may jar with his more measured British colleagues but his experience will come in useful in fusing the 70,000 employees of the merged group.

His chief preoccupation over the next few months will be to persuade the American shareholders of SmithKline, who may feel they have not

## OBSERVER

come out of it quite as well as those at Beecham, to back the deal.

Bauman's salary of about \$1m puts him in the superleague but he elegantly sidestepped questions yesterday as to whether this would go up in view of his new role.

Lost illusions

Fifteen years ago to the day I was in Beirut staying with Lucien George, a Lebanese friend who, at the time, was correspondent in the city for *Le Figaro*, the French daily.

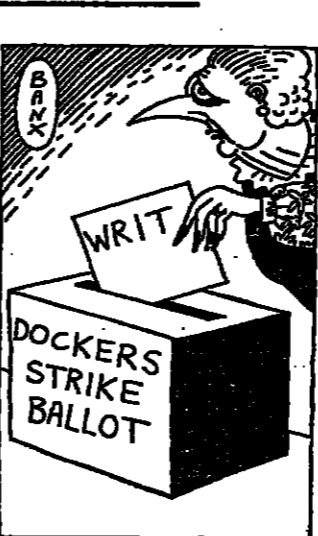
We sat on his veranda in West Beirut high over a chic Mediterranean beach club sipping jasmine tea and watching the country's idle and unconcerned rich lazing in the sunshades.

As we talked, news came in of a busful of Palestinians ambushed in a Christian suburb of the city, the incident which has come to mark the start of the civil war. Lucien was virtually alone then in thinking that the killings could be the forces which have since caused the death of 100,000 people, untold devastation and the effective partition of his country.

I called him yesterday in East Beirut, the Christian enclave to which he has moved and from where he now reports with measured judgment and not a little courage for the evening paper *Le Monde*.

The four-day lull in the fierce artillery war which has ended an hour earlier with a vicious exchange across the line of partition. At its height, he said, Syrian and Moslem militia gunners were firing three or four thousand shells a day into East Beirut.

Schools on both sides have been closed since Easter. When they are not cowering in underground shelters, children



play in the street. Lucien's 10-year-old son is safely at school in Paris and they talk when they can. To see his son he has to take the ferry from the Christian port of Jounieh, shells permitting, to Larnaka in Cyprus before catching a flight to Paris.

The two sides of Beirut are now hermetically sealed. Not even his press pass will get him to Beirut airport three miles away as the crowd flies. "The impasse, both physical and political, is total."

Electricity supplies are down to one hour in every 24. Some profit from the chaos. British and Japanese companies are competing feverishly for the growing market in emergency generators.

Over the years Lucien, like most Lebanese, has lost friends who have either been killed or kidnapped by one gang or another, never to reappear. The loss, he says, is hard to bear. What is even harder to bear, I suspect, is the lost illusion that somebody, somebody will do something to save Lebanon instead of using

it either as an extension of their foreign policy or as a means of lining their pockets.

## Art to art

Helene Ahrweiler, the new president of the Centre Pompidou in Paris and Elizabeth Bonbon, the director of London's Victoria and Albert Museum, should swap notes.

Ahrweiler is facing the same turbulent start to her new job as head of one of the most famous cultural and artistic institutions in Europe as the gutsy Estève-Coll.

Instead of a Pompidou, an architectural aberration of glass and rusting metal built 11 years ago and popularly known as "Beaubourg", has been shut down by strike action since the end of last month. Yesterday a breeze through in the talks led to the suspension of the strike but that does not mean that Ahrweiler's problems are over.

Frustrated tourists peered helplessly inside the closed glass doors through which, pass on normal days, about 25,000 people.

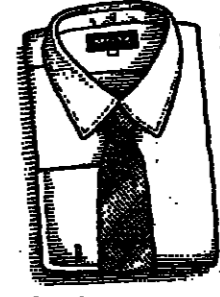
The strike is about pay and working conditions as well as fears over the future of the centre. Like her British counterpart, Ahrweiler is proposing to tighten the management of the centre to make it more efficient, implying a more rigorous approach to the centre's \$41m annual budget.

But unlike the V and A controversy, trouble was already brewing at "Beaubourg" well before Ahrweiler's appointment last February. Indeed, when she first arrived at the centre she was regarded by many of the employees as a female "Zorro".

Instead of appearing the shimmering unrest in the centre, her arrival appears to have fired it up. The Greek-born Sorbonne rector, a specialist in Byzantine studies, is now having to exercise her own byzantine skills to settle the conflict.

Alain Cass

## On distinguishing the English Gentleman.



For the observant, there have always been ways to distinguish the Englishman from his American counterpart.

Visually, you'll note that the stripe of the tie (downwards from left shoulder towards the right) is the mirror-image of the American. Verbally, the Englishman's braces, scarf and turn-ups translate to the American's suspenders, muffler and cuffs. Which could explain the raised eyebrows encountered by American gentlemen, attempting to purchase suspenders in a gentleman's outfitter.

A chap's nationality, then, may be simple to spot. As to whether he is also a gentleman, well, on that score volumes could be written.

But we would suggest that, whatever a man's nationality, the presence of a Gieves & Hawkes label in his clothing is a reliable indicator of the inner man.

GIEVES & HAWKES  
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The mark of a gentleman.

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ECONOMIC VIEWPOINT

# Same information, more worries

By Samuel Brittan

Why has there been a change towards greater pessimism about the UK economy and about sterling? In large part, it is because conventional opinion and mainstream forecasts, which are pretty similar both in content and in outlook, whether coming from the Treasury or outside — have begun to catch up with the degree of inflation already in the system.

If we take the Treasury's as a point of reference — no more — we see that there was not only a big deterioration in projections for items such as inflation and the balance of payments between the 1988 Budget, Red Book and the Autumn Statement in November. That was to be expected once the Treasury conceded that it had originally underestimated the strength of demand.

There was also a further deterioration in the very short period between November 1988 and the March 1989 Budget Red Book. The expected rate of increase of the Retail Prices Index during 1989 was raised from 5 to 6 1/2 per cent, despite the non-indication of the specific duties which should have acted the other way. The size of the forecast intervening bulge in the RPI — for which figures are due tomorrow — was also raised from 7 to 8 per cent. The expected current payments deficit for 1989 — for what this is worth — was raised from £13bn to £14 1/2bn. The forecast for real GDP was, on the other hand, trimmed back slightly.

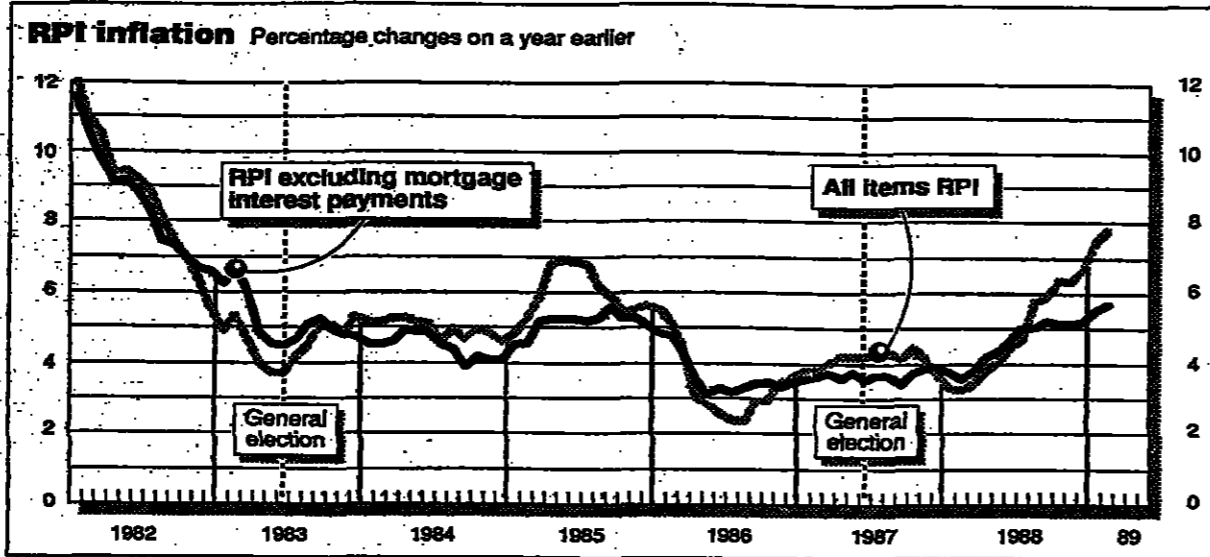
Has anything happened since the March 14 Budget — or more realistically since the economic assumptions behind the Budget were announced — that suggests further deterioration?

The most obvious change has been on the world scene. Contrary to general belief the more underlying or fundamental inflation indicators have eased back. For instance the Economist index of world metal prices, expressed in Special Drawing Rights, has fallen by over 10 per cent in the last month, and nearly 7 per cent in the last year. But for the moment this has been dwarfed by rising oil prices. The dollar price of Brent Crude, for instance, is nearly 30 per cent higher than a year ago.

The oil price increase is heavily influenced by special factors such as the Alaskan disaster, although there may also be an element of OPEC getting its act together. The cooling of commodity prices is clearly connected with the loss of steam in the US economy.

The boy who always cries "wolf" about the US economy is experiencing one of his occasional partial vindications, although it may still turn out to be a wolf cry rather than a real recession blast. At any rate my uncollected trans-Atlantic advice to the Administration and the Fed about what to do about it is precisely nothing.

Perfectly stable growth without fluctuations is not a property of successful capitalist economies. A period of consolidation will give market forces an opportunity to re-examine the famous US imbalance. The Washington Institute for International Eco-



nomics' advocacy of a fall in the dollar to DM 1.30 and Y100, and of measures to stimulate demand further in Germany and Japan is worth its weight in gold as an example of what not to do. (Indeed gold may be the only acceptable way of buying the Institute's study if it were followed.)

The main policy requirement is to avoid frenetic over-reaction. I have vivid memories of being in New York and Washington during the last serious growth pause — in the summer of 1980. Hard-headed monetarists who had left Washington because policy was not tough enough were echoing Richard Nixon, saying that they had become Keynesian. Even Beryl Sprinkel, the Administration's most important monetarist, temporarily swerved from a lifetime's convictions in the face of what he thought was hard evidence. The panic was all the greater because the preceding fall in oil prices had been expected to stimulate world activity.

The roots of the worldwide resurgence of inflation lies in the loss of nerve at that time — not merely in the US — and not in any temporary reaction to the October 1987 stock market crash, as the Finance Ministers' trade unions would have us believe. The time lags in the latter's interpretation are far too short to be plausible.

Today the main uncertainty about

the US economy — as it is about the British — is not how far it will slow down, but how far it needs to do so to put a lid on inflation. In other words, how much are labour demand and company utilisation above that consistent with stable inflation, let alone a fall in the underlying rate?

As the Bank of England has made clear, observers of the British economy are still clutching at straws. If

## Declining profit margins are not a long-term basis for lower or even stable inflation. Eventually any squeeze must work its way to labour costs

The March retail figures suggest a levelling off of sales, the pronounced deceleration of the Treasury's beloved M0 will give it wider significance. But if the March retail figures follow the February ones upwards, M0 will be laughed out of court.

The Achilles heel in Britain is the labour market, for which we will have a fresh set of statistics today. At the Treasury Committee's examination of the British Chancellor, Nigel Lawson, I found Mr Anthony Beaumont-Dark's anecdotes about how much retailers were paying over the normal rates of

extra workers far more illuminating than the chewing over the forecasts and the models which other members of the Committee seemed to favour.

The key question is how much activity will have to be reduced before such behaviour ceases to dominate the labour scene. We simply do not know the unemployment rate consistent with non-accelerating inflation.

The first downward influence on the underlying UK inflation rate will come from prices rather than earnings as profits are squeezed. For this to happen sterling has to be held almost at any cost. The foreign exchange reserves are here of more value for display than for major use, and if anything like a dock strike or a bad set of trade figures undermines confidence, interest rates will have to rise, almost whatever the state of the real economy.

But declining profit margins are not a long-term basis for lower or even stable inflation. Eventually any squeeze must work its way through to labour costs.

The inflation chart requires careful study. For it shows considerable fluctuations over a range of 3 per cent to well over 5 per cent since 1983 even when the mortgage distortions are removed. It will therefore not be enough for the underlying inflation rate to be temporarily at say 3 or 4 per cent in the run up to the next

election. That will not be all that difficult to achieve.

To produce a real change of gear towards a durable average inflation rate of 3 per cent — which is still a shade higher than that of France — something more significant will be required, which will need an article to itself, although there are no prizes for guessing what it will say.

The Treasury Committee cross-examination of Nigel Lawson proved, like most such long-awaited occasions, a disappointment. Amid much talk of the need for a further rise in interest rates and the visible evidence of a need to dip by more than £1bn into the reserves to sustain sterling in March, the Committee spent most of its time trying to catch the Chancellor out on numbers and forecasts and failing to do so. The Chancellor, for his part, instead of using the occasion for an exposition of economic strategy (which we are always told bones the floor of the House of Commons) was content to stonewall and give the impression that he would have been happy to do so all evening if Sir Terence Higgins had not brought the proceedings to a halt.

The trouble is that this Committee is more hooked on forecasts and formal models than the Treasury itself — a fixation that puts MPs at a disadvantage against trained officials and a Chancellor who knows his material.

It is time to recognise that these mainstream forecasts, whether they come from the Treasury, or Treasury watchers outside are a snare and delusion, because they let us down at turning points when they are most needed.

The news that the Chancellor will not be responsible for the Central Statistical Office as well as the Treasury is a disaster — and for the opposite of the reasons usually given. One critic remarked that — in view of Mr Lawson's occasional disparaging remarks about official data — it was like putting Herod in charge of policy for children.

Neither the forecasts nor the official estimates for what has happened are infallible. It is extremely desirable that Ministers and others should occasionally cast a sceptical eye on them — no doubt more often when the message is unwelcome, but such is life.

But it will be more difficult in future for a Chancellor who is in charge of all the numbers to play the role of public sceptic. Mr Lawson probably knows the ropes well enough to get by; but a new Chancellor will find himself faced by a solid phalanx of CSO forecasters and other number crunchers, whose protector and political spokesman he will be expected to be.

Instead, responsibility should have been shifted in the other direction. By this I do not mean to the Prime Minister, who has enough to do anyway, but outside Whitehall altogether — contracted to the private sector for a service fee, or at least given to semi-independent organisations at arm's length from Whitehall as occurs in some other countries.

# Waiting for BT to answer

By Hugo Dixon

BRITISH Telecom's directory inquiries service is a disgrace. The system is so congested that, according to a report last year by the Office of Telecommunications, the industry watchdog, almost a quarter of calls do not even get a ringing tone. A further 3 per cent do not connect because of technical failures.

This is only the tip of an iceberg. Few calls that get as far as a ringing tone are answered immediately. Furthermore, once a call is answered it takes an operator an average of 39 seconds to find the number a customer wants.

The problem is that the present system cannot cope with the huge demands put on it. The result is waste of time, and frustration, for telephone users.

An obvious solution to the problem might be for BT to invest more in the service. The company already has a programme for computerising inquiries; it could add clever features to improve efficiency further. One idea, already common in the US, would be audio announcements, where a computerised voice answers requests for numbers.

On its own, however, such an approach would not work. BT's experience of modernising its directory service so far has been a Tantalus-like quality to it. The more it modernises, the more people want to use it, but little impact is made on congestion.

Usage is growing at 7 per cent a year — double that rate in London. Some mail order companies have employees, compiling mailing lists, continually on the telephone to the operator; the most extreme example of this is a company which asked for 250,000 numbers in one go.

Another snag with the obvious solution is that it is difficult to see how BT could be persuaded to pump more money into its inquiry service. It already costs £150m a year, or 25p a call. BT has little incentive to improve it if the upshot is simply a higher bill because people use it more. BT's interests may actually be served by running the service down, to deter people from calling.

The solution is to charge callers an economic price for using the service. That would give BT an incentive to modernise inquiries, as well as being an efficient deterrent to over-usage. Customers unwilling to pay would look up the number in the telephone book, while those who really wanted assistance would get a first-class service.

The extra revenue should not, of course, be channelled into BT shareholders' pockets, but returned to customers through lower telephone bills. In that way, people who use the inquiry service rarely — mainly residential customers — would not subsidise those who use it often — mainly businesses. The best approach would be to cut the cost of international and long-distance calls, which are both much higher than they ought to be.

There are signs that this would be popular with customers. An NOP opinion poll conducted last year found that 52 per cent of those asked thought charging for inquiries was a good idea, provided there were compensating cuts in other telephone costs.

The main argument against charging for inquiries is that it would be equivalent to a restaurant requiring its customers to pay for a menu, or a railway company charging for train time-tables. Companies should provide information, which encourages people to use their service, for free, the argument goes. Charging for that information is bad business.

The analogy does not apply to directory inquiries. The cost of supplying a menu is very small compared with the cost of a meal, so the restaurant stands to make a profit by providing menus free. By contrast, the cost of finding a telephone number is more than BT can expect to earn from a single call, and so it faces a loss by providing a free service.

BT knows these arguments. Indeed, the company has often said that it believes charging is right in principle. Even so, it has been holding back on charging — apparently fearful of a public outcry. Nevertheless, with most of its customers supporting the idea, BT should have the courage of its convictions, and charge.

## LETTERS

### Breaking up BR

From Mr G.P. Cooper.

Sir, Your article exploring the various options in the potential privatisation of British Rail (April 10) shed light on the way interested parties are trying to counter the inchoate thoughts of Mr Paul Channon's Transport Department.

Such analysis — as demonstrated, perhaps, by Mr Channon's reference to pre-nationalisation arcadia — cannot escape 150 years of industrial history. The publication of proposals for a rail track authority (April 12) may give some focus; it is almost certainly the only option available if Mr Channon wishes to break up BR.

Interestingly, the Railways Companies Association (a sort of pre-nationalisation CBI of the railways) proposed the establishment of an independent track authority to try to stave off the post-Second World War Attlee government's aims. It failed, of course. But unless privatisation is to be an absolute giveaway, this solution is the only way to break up BR's operational bureaucracy.

This is not so much as to provide competition among the operators; multiple companies vying to operate individual trains on, say, one stretch of line, would create a nightmare. But it does offer the prospect of breaking up BR into its business sectors and regional units, enforcing operational efficiencies which would have to come from organisations bidding for licences to operate specific routes.

To refer to the re-introduction of competition on the lines of the old "Big Four" railway

### CSO powers expand

From Mr J.L.T. Davies.

Sir, The announcement about the future of the Central Statistical Office (CSO, April 6) seems strangely at odds with the Government's view of its role in other areas of the economy. The CSO is to have more money, more people and greater powers to compel private industry to report information, in the belief that this will improve official statistics.

Much of the information supplied to the government statistical agencies often has to be specially prepared for this purpose, outside the — generally very efficient — management information systems which most companies and organisations now have.

It is not surprising, therefore, that the aggregate infor-

### Debt reduction guidelines

From Professor Mike Faber.

Sir, It is said that every politician has his price. I have heard of such stood forever on his "principles," we would never get sensible compromises on anything. The proper principle to apply to support the schemes of debt reduction by the International Financial Institutions (IFIs) is that this should only be done at the right price.

I suggest four guidelines:

- The quantity of debt extinguished (or the present value of the reduction in future interest liability) as a result of an IFI-backed buyback (or conversion) must be sufficient to improve the quality of that IFI's existing loans to the country by at least as much as the risk element in the nominal increase to the IFI's exposure to that country. If that criterion is not met, the quality of the IFI's own credit standing will decline — in the interest of either the borrower or of the IFI's main shareholders.
- The rate of return on the new loan to the borrower (in terms of interest and principal obligations reduced) should exceed the prospective foreign rate of return from any alternative new project by at least a factor of two; and the price at which the buyback or the debt-for-fully-guaranteed swap would be executed should never be more than a small margin above the price previously prevailing in the secondary market.
- The prospective discounts to be achieved through such

information produced in this way is often incorrect. The CSO borders about to be unleashed on British industry are unlikely by themselves to improve matters.

What is required is a more humble approach: designing reporting requirements which can be built into existing management information systems, where proper monitoring of information can and does take place. Thus the aggregate statistics for the nation as a whole will be improved dramatically without imposing substantial extra burdens on industry and commerce.

J.L.T. Davies,  
World Bureau of Metal Statistics,  
27a High Street,  
Ware, Hertfordshire.

conversions or guarantees in respect of the commercial bank debt of any sovereign debtor should be sufficient, with other measures, to offer the prospect of extinguishing that country's debt burden overhang in not more than five years.

That will take us to 1994. If any sovereign debtor prior to 1983 was so horrendously mistaken that even 12 years of patient treatment cannot clear up its balance sheet, that institution does not deserve to survive.

• If sovereign debtors — in despair — start to repudiate, tax authorities of jurisdictions where the banks are domiciled must accept substantial reductions in bank earnings. Any Treasury should balance such potential loss of revenue against any additional calls which may arise from the IFIs.

If something approaching these guidelines cannot be realised out of the Brady proposals, the UK Chancellor of the Exchequer will be right in maintaining his principled objection to the transfer of LDC debt from the private to the public sector. But if it meets these guidelines — and any such scheme is likely to involve the commercial banks accepting larger discounts than Wall Street or the City are seeking for — that will be the time for the Chancellor to take the principled decision that the price is right.

Mike Faber,  
Institute of Development Studies, University of Sussex, Brighton.

### 'My target is public transport'

From Mr Steven Berry.

Sir, I am increasingly impressed by the imaginative schemes put forward by your readers, to ease traffic congestion in London. My own target would be public transport.

I recently monitored a three month period during which 69 per cent of all the trains I tried to catch were either cancelled or severely delayed. In fact (to the eventual amusement of the passengers) one particular train from Uxbridge to the City on the Metropolitan line was cancelled every day for three weeks without explanation.

Repeated letters of complaint to London Regional Transport

result in a long wait — before being fobbed off. But the danger of artificially over-crowded trains and stations should not be underestimated. Is it not time to take pre-emptive action, before another disaster occurs?

And when I have an important early morning meeting, I have no choice but to leave my 5936.00 and ticket at home and drive into the City, thus contributing to the traffic congestion. It is the only way to ensure I arrive on time.

Steven Berry,  
Englefield,  
50 Smeeths Road,  
Eckenham, Middlesex.

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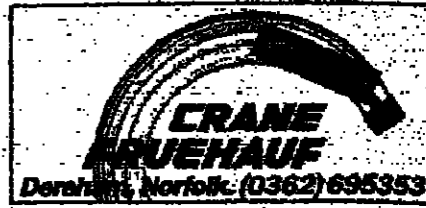


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# FINANCIAL TIMES

Thursday April 13 1989



## Fujitsu to spend £400m on UK chip plant

By Ian Hamilton Fazey in Newton Aycliffe and Terry Dodsworth in London

BRITAIN pulled off one of the biggest inward investment coups of the decade yesterday when Fujitsu, the Japanese electronics group, announced plans for a £400m (\$676m) semiconductor plant in north-east England.

The project, which should create 1,500 jobs in Newton Aycliffe over a five-year period, dwarfs most of the other manufacturing investments by Japanese companies in the UK.

Fujitsu, which is to receive £30m Government aid for the project, is the world's sixth largest semiconductor manufacturer, with worldwide sales last year of \$2.4bn.

The decision to move into European manufacturing means that the UK has attracted each of the two Japanese companies that have so far invested in the key production processor microchips. NEC, the largest Japanese semiconductor company, with sales last year of \$1.5bn, established a plant in Scotland some years ago.

Fujitsu is following NEC into memory chips and intends to start production early in 1991 after expenditure of some £200m. It will have some 300 employees. After that, it aims to move swiftly into more specialised custom-built products,

where it is currently the world leader.

Mr Tony Newton, Trade and Industry Minister, claimed that the plant would have "valuable spin-off benefits to the electronics sector in the UK." He expected the investment to help Britain's trade balance by increasing the country's chip exports, and reducing imports.

Several other semiconductor groups are believed to be considering production elsewhere in Europe, and Toyota, the largest Japanese car company, is expected soon to announce a decision to invest around £800m in Derbyshire in the UK.

Without these latest investments, the UK has so far received about £1.5bn in inward investment projects involving 100 Japanese companies and generating some 28,000 jobs. According to figures from the Japan External Trade Organisation, Europe has attracted investment of \$3.3bn.

The increasing attention that the Japanese electronics companies are now giving to Western Europe is expected to put further pressure for rationalisation on European companies.

It will have a bearing, for example, on the proposed acquisition of the Plessey group in the UK by the General Electronic Company and Siemens of West Germany. Siemens, the only indigenous European dynamic memory chip producer, has been one of the most forceful exponents of the need for the European electronics industry to develop an alternative supply of chips to the Japanese and US.

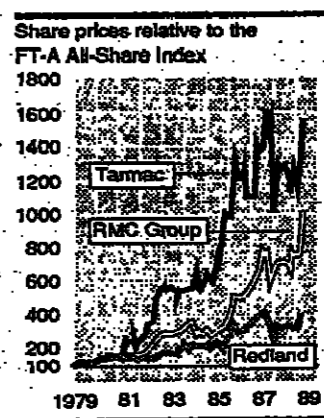
## The answer lies in the chemistry

The most important question about the proposed merger of Beecham and SmithKline is also the hardest to answer. The details of the financial engineering will be immaterial after six months, and the industrial fit looks in principle impeccable. The real task is to produce a unified corporate culture: in other words, to make it all work in terms of management.

The intention to produce a pure merger seems genuine, and there are evident attempts to produce a balance. The new company will be based in the UK, but SmithKline comes first on the letterhead; the board will be equally drawn from both companies, and UK and US shareholders will have equal weight. But the executive structure has a 60/40 split to it. Beecham provides the chief executive, the head of research, the finance director and the personnel director. Besides supplying the chairman, whose role seems to consist mainly of public and investor relations, SmithKline provides only one really powerful post - the head of prescription pharmaceuticals, which is half the merged business.

Like joint ventures, full mergers are tricky territory, the more so if they are cross-border. Shell and Unilever each retain UK and Dutch boards, and have elaborate constitutional checks and balances. Asea/Brown Boveri might be thought a precedent, but one might ask how much of its culture will remain Swiss rather than Swedish. The likely tendency is for Beecham to dominate SmithKline. But this can be handled: Beecham's top management already has a strong American flavour, SmithKline morale will be low in any case, and Mr Bauman is just the man to impose formal structures and make them work.

Financially, the deal has the same feel to it: a pure merger in form, with little or no premium for control, and a slight bias in Beecham's favour. In essence, Beecham shareholders get half the new company and £1.5bn in cash, while SmithKline shareholders get the other half plus a mixture of cash and spun-off equity worth, at a rough guess, £1.4bn. Applying Beecham's own multiple to the new company's pro-forma earnings, the whole operation produces a total value of around \$9.5bn - compared to a combined market capitalisation at present of just over \$2bn - and a value for SmithKline shares uncannily close to yesterday's 963%.



Share prices relative to the FT-A All-Share Index

deficit - and one of the highest inflation rates in the world - to announce substantial tax cuts seems to fly in the face of sound finance. Whereas the Government had used previous statements with good effect to reassure the financial markets, the latest measures are aimed at keeping the country's reactive trade unions happy.

The kindest interpretation is that the latest stimulus to demand will offset any economic slowdown which materialises later this year. However, in order to maintain confidence in the Australian currency, short-term interest rates of 18 per cent are needed. For the foreign exchange markets, the big fear must be that rates will be allowed to fall as electoral pressures mount later this year. For equities, the outlook is not quite so bad. The main worry is that Australia's tight monetary policy will push the economy into recession. However, the Australian market has substantially underperformed the rest of the world for this year, and a prospective multiple of 8 and a 6.5 per cent yield suggest that a lot of the bad news has already been discounted.

**Tesco**  
Tesco's figures yesterday did further damage to two popular notions about food retailers: that the superstore craze will end in tears, and that high interest rates will force the nation to eat sausages rather than steak. In fact, there was no sign in yesterday's results of consumers cutting back. And with underlying volume growth of 2 per cent, sales of superstore saturation appear far-fetched, or at least premature. In any case, the 17 per cent increase in earnings yesterday showed that growth in volume is only a small part of performance. Never mind volume; still only half of Tesco's turnover comes from the new stores, in which margins are 2 percentage points higher than the present average; and as the other half is converted, the company should manage pretty safe Sainsbury-style earnings growth in the high teens for the next couple of years at least.

**Australia**  
The Australian Government seems to be readying itself for an election within the next twelve months. This is the only way that yesterday's economic statement makes sense. For a country which is running a chronic balance of payments

## Ten Commandments to solve a crisis

Lionel Barber on the clash of plans to tackle the US thrifts debacle

DELAY in passing President George Bush's rescue plan for the Savings and Loan industry would risk undermining the Group of Seven's confidence in US economic policy. Mr Nicholas Brady, US Treasury Secretary, said at a recent congressional hearing.

This must have surprised his fellow finance ministers who would put this issue very low on their list of concerns. For Mr Brady, however, the G7 has assumed the role of bodyguard in his struggle to persuade Congress to give the President at least one policy victory. On this occasion, however, there seems no need to frighten Congress: everyone agrees the S&L debacle must be tackled urgently. They disagree on how to do it.

The cost of the clean-up is now estimated to be about \$157bn, against \$90bn when the President launched his rescue plan only two months ago. The revised figure stems from a more realistic assessment of future interest rates, and the admission by the Administration that \$20bn of the cost was hidden by the Bush plan's higher insurance premiums, which are counted in the budget as revenue but which cannot be used for anything other than bank rescues.



Mr Nicholas Brady, US Treasury Secretary, above right, and Mr William Seidman, chairman of the FDIC



Mr William Seidman, FDIC chairman, has earned great prestige, and clearly enjoys it. A bald 67-year-old who is built like a truck and sounds as if he might drive one, he was recently asked to account for his rapid rise in influence. "I guess it's because I'm so handsome and charismatic," he replied.

absolutely halted the private sales to which the industry's previous regulator, the Federal Home Loan Bank Board, had been driven by its own lack of funds.

Meanwhile, the healthy part of the industry is concerned above all to reduce the higher insurance premiums and capital requirements which have been imposed under the Bush plan.

They argue that this would simply push many more S&Ls across the threshold of financial crisis. It remains to be seen whether any of the former friends of the thrifts in Congress are still willing to speak up for the industry.

Mr Bush has signalled that he is prepared to veto any bill which is too lenient and seems ready to harness popular outrage at the scandal as a threat against Congress. The betting on Capitol Hill is that the two houses will have agreed on a measure by late June, and that, while the industry will get some concessions, they will not be enough to silence the complaints or risk a presidential veto. If Congress tries to go any further, then Mr Bush could have an excellent issue for the mid-term elections.

One thing is clear: whatever measure is passed will satisfy neither the industry nor some of its fiercest critics. These are the very same congressmen who most favoured the deregulation which made the disaster possible. The free marketeers now argue that the root cause of the trouble is the provision of federal deposit insurance, which under deregulation has become an incentive for weak savings banks to speculate. They further argue that, if deregulation is to work, insurance premiums should be risk-based (one of the Seidman commandments).

Many Congress members, on the other hand, would prefer to return to regulation, notably raising to 70 per cent or more the percentage of loans which must be committed to housing. With the President publicly committed to resist any attempt to revive financial regulation, there is still plenty of room for deadlock before a rescue is finally agreed.

## GPA group to announce \$15bn of aircraft orders

By Kieran Cooke in Dublin and Lynton McLain in London

GPA GROUP of the Republic of Ireland, one of the largest and fastest-growing aircraft leasing companies, is expected to announce next week one of the biggest batch of aircraft orders ever placed, worth about \$15bn.

Mr James King, chief operations officer of GPA, formerly Guinness Peat Aviation, said about 200 aircraft would be bought from Airbus Industrie, the European consortium, and Boeing and McDonnell Douglas of the US.

Mr King said: "The manufacturers tell us this would make it the biggest aircraft order in aviation history."

The formal announcement is to be made simultaneously next Tuesday in London, Paris and New York.

Last September, Delta Airlines of the US placed a \$10.5bn order with options for a total of 225 Boeing and McDonnell Douglas aircraft.

Mr King would not give specific details, but said the order would reflect the market share now held by the Western world's big three manufacturers and would involve both wide and narrow-bodied aircraft.

Delivery of the aircraft will be over seven years up until 1996.

Several aircraft engine manufacturers will be involved in the GPA deal, including the top three manufacturers, Rolls-Royce of the UK, and General Electric and Pratt & Whitney of the US.

In addition, the International Aero Engines Consortium, which includes Japanese companies and the Franco-US CFM International group of engine makers will also be involved.

GPA at present owns 172 aircraft with a net value of about \$3bn. The group is operating with 64 carriers in 32 countries.

The group is taking delivery of one new aircraft a week.

GPA is a privately owned group founded in the mid-1970s by Mr Tony Ryan, a man who describes himself as "just a Tipperary farmer."

The initial share capital of the group was \$50,000. A recent Salomon Brothers report valued GPA at more than \$1bn.

The group is expected to announce net profits for 1988-89 of \$150m, up from the 1987-88 figure of \$101m.

## Canberra risks A\$4.9bn budget hand-out

By Chris Sherwell in Canberra

THE Australian Government yesterday handed out A\$4.9bn (\$3.95bn) in tax cuts, increased social security payouts and productivity-linked pay rises.

The budget is likely to be the last before the next general election, expected before the end of this year, and involves a calculated risk of stoking an overheating economy.

The package comes as Australia's inflation rate, current account deficit and external debt are rising sharply, but Mr Paul Keating, the Federal Treasurer, insisted his strategy was the only one capable of tackling these problems while maintaining business activity and high employment.

His assertions were challenged by the Liberal-led opposition coalition, which said Mr Keating had failed to address the country's fundamental problems. It called the package a "crisis hand-out" because the benefits would be "gobbled up" by inflation and interest rates.

There was little reaction in the financial markets, where concern over Australia's deteriorating economic outlook has risen recently, despite the Government's tightening of monetary policy to damp surging demand. On the foreign exchanges and domestic futures markets, the package was said to have contained no surprises.

Mr Keating said the Government would alter tax legislation to curb companies using offshore tax havens to evade

Australian tax. His tax cuts bring the lowest marginal rate down to 21 cents in the dollar from 24 cents, and the top rate to 47 cents. The cuts will be paid for out of the federal Government's budget surplus in the current year of A\$5.5bn-A\$6bn.

Another A\$710m in increased family allowances and pension benefits is being funded with equivalent government spending reductions at both federal and state level.

The pay rise measures, agreed with trade unions, provide for earnings increases of 6.5 per cent in 1989-90 for workers who agree to improve flexibility, productivity and skills.

The package, which benefits low-to-middle income families, is directed at the heart of the Australian electorate. Voters are due to go to the polls some time before the middle of next year, but expectations have grown that Mr Bob Hawke, the Prime Minister, will call an early election.

Mr Keating said last night that "this package could only be delivered by a Labor government."

However, analysts argued that his strategy represented a gamble, reflecting his own lack of political latitude for manoeuvre. Mr Keating has preferred the risk of a further boost to the economy rather than backing away from some of the commitments made to unions so close to an election and at a time of falling popularity of the Labor Government.

Voters and analysts suspicions, Page 6; Lex, Page 20

### WORLD WEATHER

Area	Temp	Wind	Cloud	Pressure	Temp	Wind	Cloud	Pressure
Algeria	17	10	10	1013	17	10	1013	1013
Athens	17	10	10	1013	17	10	1013	1013
Bombay	28	15	10	1013	28	15	1013	1013
Buenos Aires	17	10	10	1013	17	10	1013	1013
Calcutta	28	15	10	1013	28	15	1013	1013
Chennai	28	15	10	1013	28	15	1013	1013
Colombo	28	15	10	1013	28	15	1013	1013
Dhaka	28	15	10	1013	28	15	1013	1013
Hong Kong	28	15	10	1013	28	15	1013	1013
London	17	10	10	1013	17	10	1013	1013
Madras	28	15	10	1013	28	15	1013	1013
Manila	28	15	10	1013	28	15	1013	1013
Medan	28	15	10	1013	28	15	1013	1013
Perth	17	10	10	1013	17	10	1013	1013
Rangoon	28	15	10	1013	28	15	1013	1013
Singapore	28	15	10	1013	28	15	1013	1013
Sydney	17	10	10	1013	17	10	1013	1013
Tokyo	17	10	10	1013	17	10	1013	1013
Yokohama	17	10	10	1013	17	10	1013	1013

## LME to resume trading in tin

By Kenneth Gooding, Mining Correspondent, in London

THE LONDON Metal Exchange, whose prices provide a reference point for metals contracts worldwide, is to start trading tin again on June 1 after a 3 1/2 year break.

The announcement came as tin prices, which have already soared by more than \$2,000 a tonne in the past eight weeks, moved above \$10,000 for the first time since March 1986.

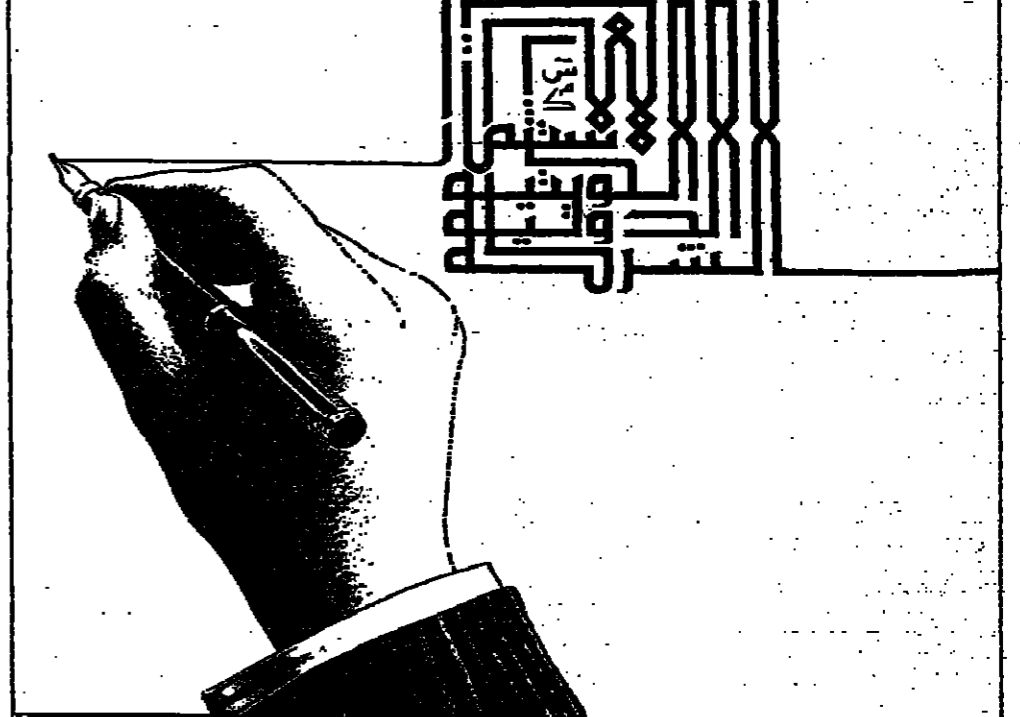
International Tin Council, an inter-governmental organisation of producers and consumers, with debts totalling \$906m.

Complex litigation, which arose after the ITC collapse when its 23 member countries refused to honour its debts, continues.

The way was paved for the contract to be reintroduced once a complaint by Shearson Lehman Hutton, part of the American Express banking group, about the way the LME

had dealt with the repercussions of the collapse was rejected last month by the High Court in London.

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## INTERNATIONAL COMPANIES AND FINANCE

## Volvo sells oil trading subsidiary

By Robert Taylor in Stockholm

VOLVO, the Swedish motor and food group, is selling its loss-making oil trading operations covered by its subsidiary, Scandinavian Trading Company, to AB Interfinans, a Swedish finance corporation.

The sale all but ends Volvo's involvement with the oil business. Its one remaining link will be its 20 per cent stake in Saga Petroleum of Norway, which it has held since 1983. Eighteen months ago Volvo sold off its 49.9 per cent stake in Hamilton Oil for \$398m.

The acquisition does not for the moment include J S Saba Continent, the Dutch fruit trading company, in which Volvo owns 50.2 per cent. However, negotiations are to continue over this part of the busi-

ness, for Volvo is keen that Saba should be included in Interfinans' acquisition.

"This sale will come as a relief to Volvo. The oil side of the company has been a disaster from the beginning," said Mr Mikael Sjowall, an analyst at Kleinwort Benson, the UK merchant bank, yesterday. "It comes as no surprise," added Mr Gunnar Andersson of Svenska Handelsbanken. "The oil business was contributing nothing to the company's performance."

Observers of Volvo believe that the retreat of the company from risky oil ventures will enable everybody to concentrate more single-mindedly on the core operations of Scandinavia's biggest company.

Interfinans, which has interests in the Swedish steel industry and finance, has also had many years of experience in oil trading. "We are convinced that we will earn money from STC," declared Mr Karl Eric Aman, chief executive of Interfinans, yesterday.

He stressed that continuing co-operation with Volvo through a five-year agreement on future international trading activities was an important factor in the acquisition. "STC's economic position is very strong. The company has high liquidity."

It was also announced yesterday that STC is to have Mr Jan Danielson as its chief executive, a post he held with Volvo from 1984 to 1986.

During much of the 1980s Volvo has experienced serious problems with its trading company, which covers oil and fruit. Last year STC's recorded sales fell by 29 per cent to SKr11bn (\$1.71bn) and its losses amounted to SKr35m. The fruit trading side of the business has been showing a profit, but the oil side had an estimated loss of around SKr200m in 1988.

The 50-year-old STC was bought by the Beijer group in the 1970s and then sold to Volvo in 1980 but with the drop in world oil prices it has not turned out to be such an attractive proposition. In 1983 it recorded losses of SKr1.2bn, although it made a modest profit in 1986 and 1987.

## Sulzer plans rights issue to raise SFr55m

By John Wicks in Zurich

SULZER BROTHERS, the Swiss engineering group, plans to raise SFr55m (\$33m) through a rights issue of new registered shares, as well as an unspecified sum by a participation certificates issue.

At the same time, shareholders at the company's May 18 annual general meeting will be asked to approve payment of unchanged dividends for last year of SFr100 per registered share of SFr1,000 nominal value and SFr11 per participation certificate and registered share of SFr100 nominal value.

The rights issue foresees the offer of 50,000 new registered shares of SFr1,000 nominal value at a unit price of SFr2.750 and an as yet unspecified number of new participation certificates of SFr100 nominal value at a price of SFr2.75. Both deals will be based on a ratio of one-for-10.

Over and above this, the board will ask for approval for the discretionary creation of further participation certificates with a total nominal value of up to SFr2.5m. These would be reserved for such purposes as the backing of future warrant and convertible bond issues.

Consolidated net earnings of the Sulzer group were last year slightly higher than those for 1987 at SFr79m (SFr77m). After inclusion of new acquisitions, group turnover rose 17 per cent in 1988 to SFr4.63bn.

Rieter Holding, the Winterthur-based parent company of Rieter, the Swiss engineering group, proposes to make its registered shares available to foreigners. This is the first decision of its kind since Nestlé opened its stock ledger to non-residents last November.

Rieter, which will in future have voting capital consisting solely of registered shares, is to retain limits on share registration to keep at least two-thirds of capital and voting power in Swiss hands.

Rieter Holding has announced a sharp rise in group profits for last year from SFr42m to SFr74m, following an increase in consolidated turnover from SFr1.34bn to SFr1.7bn.

## Société Générale lifts 1988 earnings by 28%

By George Graham in Paris

SOCIÉTÉ GÉNÉRALE, the largest French private sector bank, has reported a 28 per cent increase in net profits for last year to FF3,040m (\$477m).

Mr Marc Viénot, chairman, said net banking income rose by 8.4 per cent to FF31.1bn, with earnings of the bank's portfolio of equity investments climbing 34 per cent to FF5.5bn. "I think we can risk the adjective 'good' instead of 'adequate'," he said.

Net interest income rose by 4 per cent to FF18.5bn, but commission and fee income stagnated at FF3.6bn.

Commissions on stock market transactions fell by a third to FF22m in 1988 as the wave of transactions stemming from the French privatisation programme ended, and the stock market crash of October 1987 braked most investors' activity. London capital market operations incurred losses of around FF50m.

The bank boosted its bad debt provisions by FF1.68bn, down from FF3.07bn in 1987 and the sizeable provisions of FF7.2bn made in 1986 before its privatisation.

Mr Viénot said, however, that Société Générale had also carried out foreign exchange cover operations and made provisions at the group level to cover the risks of banks in which it has invested.

These extra provisions covered for the most part European American Bancorp, in which Société Générale has a 28 per cent stake.

European American's provisions cover only 30 to 35 per cent of its country risk, well below the group's level of cover.

Mr Viénot said that the bank's total stock of provisions on the 10 chief debtor countries including 79 per cent of its country risk - increased 57.6 per cent of its exposure.

Société Générale earlier this year warded off the assault of Mr Georges Pèbèreau, with an armistice which Mr Viénot described yesterday as "an amusing little solution." After the break-up of Mr Pèbèreau's investment company, SIGP, 53 per cent of Société Générale's capital is in the hands of what Mr Viénot calls "concentrated shareholders."

The bank's own subsidiaries have 6.9 per cent, followed by Calaise des Dépôts, the state financial institution, with 6 per cent, and GAN, the state insurer, with 4.9 per cent.

Six insurance and industrial groups have stakes of between 3.5 and 4.5 per cent, while Mr Viénot confirmed that Michelin, Pernod Ricard and Peugeot came to his aid during the battle against Mr Pèbèreau by taking 2 to 3 per cent stakes.

Société Générale is increasing its dividend by 13 per cent to FF13 a share.

## 'Satisfactory' result for Commerzbank

By Halg Simonian in Frankfurt

COMMERZBANK, West Germany's third biggest bank, showed a 4.3 per cent fall in group partial operating profits last year to DM1,05bn (\$54.5m). However, group full operating profits, which include gains from trading on own account, rose by just under 5 per cent to an estimated DM1.31bn.

The fall in partial operating earnings came despite a 4.8 per cent increase in group interest earnings to DM2,97bn and a 2.3 per cent rise in group fee income to DM933m. However, the increases failed to compen-

sate for the 8.3 per cent jump in personnel costs to DM1,97bn, reflecting an expansion of 680 in staff numbers to 27,320.

The result, which was the third best in the bank's history, was "thoroughly satisfactory," according to Mr Walter Seipp, chief executive. The dividend is being maintained at DM9 a share.

Business in the first two months of this year had declined only marginally from the sharp growth trend seen towards the end of last year, during which group total assets rose by 11.6 per cent to

DM180.4bn. Although lending margins remained under pressure, interest income in the first two months of 1989 had increased, while fee earnings had risen sharply.

Mr Seipp hinted that Commerzbank would soon be joining Deutsche Bank and Dresdner Bank its two bigger rivals, by becoming more closely involved in the insurance business. The bank's plans could involve buying an equity stake in a life insurer.

The bank again increased its provisions for sovereign debts, partly using special loss provi-

sions, which under revised German tax rules must now be reallocated over a three-year period. Overall, the bank allocated some DM235m to reserves, up from DM176m in 1987, while group net profits rose to DM498m from DM423m.

Mr Seipp used the opportunity to launch a stiff attack on the Bonn Government's record towards the financial sector, which he said were "half-hearted," and compared unfavourably with the much more pro-finance policies followed by some of Germany's neighbours, such as France.

## Metals group optimistic

By Andrew Fisher in Frankfurt

METALLGESELLSCHAFT, the West German metals, chemicals, and industrial plants group, expects a further rise in profits in 1988-89 after a sharp increase in the year to September 30, 1988. Mr Dietrich Natus, the chairman, said:

Group earnings in the first six months were well above the targeted level and that of the same period of the previous year. Turnover was 30 per cent higher, after allowing for disposals, with earnings showing a similar rate of increase.

However, Mr Natus said the rises in turnover and profits could not be expected to remain as steep over the whole

year. To a large extent, the improvements reflected increased metals trading business, with rises in both prices and volume. But metal prices were now below the exaggerated levels of previous months.

In 1987-88, Metallgesellschaft lifted net profits by 55 per cent to DM155m (\$83m) with turnover up 14.3 per cent to DM15.2bn. The increases stemmed from both increased group business and the intensive cost-cutting and restructuring efforts of recent years. Earnings per share totalled DM22.5 against DM14.5.

A dividend increase to DM8 from DM6 has been proposed.

## Krupp slides into the red

By Our Financial Staff

FRIED. Krupp, the West German industrial group, yesterday reported a net loss of DM202m (\$107m) against a net profit of DM41.8m in 1987.

Krupp said that "structural changes at the steel unit and continuing problems at the plant-engineering division" had depressed the results, despite an improved performance at its steel-making division.

The company said it had operating income of DM217m in 1988, an increase of almost 30 per cent over the DM175m in the previous year. Most divisions made profits, the best being Krupp Stahl, the steel-

making unit, which said on Tuesday that its net earnings soared to DM118m from DM5m in 1987.

But the costs connected with the gradual shutdown of the Rheinhausen steel mill, which is part of Krupp Stahl, weighed on its books, Krupp said. The subsidiary had to make extraordinary provisions of DM285m to pay social costs to the displaced mill employees and to write off some of its assets.

The plant-engineering unit, Krupp Industrietechnik, remained the group's biggest problem - it ended the year with a loss.

## Growth on a global scale.

## PRELIMINARY RESULTS

	16 months to 31st December 1988	1987
Turnover	£967.1m	£380.8m
Profit before taxation	£144.1m	£86.2m
Profit after taxation	£119.6m	£69.6m
Earnings per share		
- Basic	59.7p	40.7p
- Fully diluted	54.5p	36.4p
Net dividend per share	12.2p	6.3p

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- to concentrate expansion on Europe, North America and the Far East
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ASIL NADIR Chairman

**POLLY PECK**  
INTERNATIONAL PLC

42 Berkeley Square, London W1X 5DB. Tel: 01-499 0890.

The contents of this statement for which the Directors of Polly Peck International PLC are solely responsible, have been approved for the purposes of the Financial Services Act 1986 by Stoy Hayward a firm authorized by the Institute of Chartered Accountants in England and Wales to carry out investment business.

This advertisement is issued in compliance with the requirements of the Council of The International Stock Exchange of the United Kingdom and Republic of Ireland Limited ("The International Stock Exchange")



NOVA Corporation of Alberta

(Incorporated with limited liability in the Province of Alberta in Canada)

## INTRODUCTION OF COMMON SHARES TO THE INTERNATIONAL STOCK EXCHANGE

ISSUED SHARE CAPITAL (as of February 28, 1989)

Authorized Number	Type of Security	Issued and Fully Paid
Unlimited	Common Shares	245,621,570
Unlimited	7 3/4% First Preferred Shares	633,671
Unlimited	9 3/4% First Preferred Shares	728,526
Unlimited	9.76% First Preferred Shares	1,095,542
Unlimited	7.60% First Preferred Shares	2,123,000
Unlimited	9 1/4% First Preferred Shares	3,997,700
\$150,000,000	Convertible Debentures	Not Applicable

NOVA Corporation of Alberta has three core businesses: petrochemicals, natural gas pipelines and petroleum.

The Council of The International Stock Exchange has granted permission for all the issued Common Shares without par value ("Common Shares") of NOVA to be admitted to the Official List. Dealings will commence today, Thursday, 13th April, 1989. The Common Shares are already listed on the Alberta, Toronto, Montreal and New York stock exchanges.

Listing Particulars relating to NOVA are available in the statistical service provided by Extel Financial Limited and may be obtained during normal business hours up to and including Friday, 14th April, 1989 from The Company Announcements Office; The International Stock Exchange, 46-50 Finsbury Square, London EC2A 1DD and on any weekday (Saturdays excepted) up to and including Tuesday, 2nd May, 1989 from:

Credit Suisse First Boston Limited  
2A Great Titchfield Street  
London W1P 7AA

Cazenove & Co.  
12 Bokenhouse Yard  
London EC2R 7AN

13th April, 1989



INTERNATIONAL COMPANIES AND FINANCE

Spedley crash sparks suspensions

By Bruce Jacques in Sydney and Stephen Fidler in London

EFFECTS of the failure of the Spedley group, Australia's latest corporate collapse, spread in financial markets yesterday as four more connected companies had their shares suspended and a National Companies and Securities Commission inquiry looked increasingly likely.

First Federation Discount, an authorised short-term currency-market dealer owned by Spedley, also informed the Reserve Bank of Australia that it was withdrawing from its market activities for the time being. First Federation also repaid all outstanding debts from its clients yesterday.

In London Mr Robert Dibben, finance director for Kirkland-Whittaker, the foreign exchange and deposit broker taken over by Spedley in 1983, said that Kirkland was engaged in business as usual at its eight offices worldwide.

Mr Dibben said he was

awaiting more details from the liquidator, and could not speculate about likely corporate developments. Apart from its London business, Kirkland has offices in Amsterdam, Luxembourg, New York, Hong Kong, Bahrain, Jersey and Singapore.

In the UK, brokers are supervised by the Bank of England. They are separately capitalised and forbidden from taking positions as principals. For these reasons, there was little reaction in the foreign exchange market to Spedley's problems.

Spedley Holdings and its Spedley Securities subsidiary, the two main companies in the unlisted group, were placed in provisional liquidation on Tuesday at the request of their two largest creditors. These are Australian National Industries (ANI), the leading heavy engineering group, and GFL Leisure, part of the empire of Mr Brian Yuill, the businessman

who heads Spedley.

The four stocks suspended yesterday were in Bisleigh Investments Corporation, BT Insurance Holdings, Tulloch Lodge and West Coast Holdings. However, directors of ANI maintained that there was no need for suspension of its shares despite a stated exposure of at least A\$194m (US\$157m) to Spedley.

Shares in ANI lost a further 4 cents to A\$1.32 on Australian stock markets yesterday - down almost 40 per cent on their 1988 high point.

But GFL, which is believed to have similar exposure to Spedley, has had its shares suspended at the directors' request. The company's capitalisation is a fraction of ANI's and its position appears worse because it has endorsed ANI's leading heavy engineering group, and GFL Leisure, part of the empire of Mr Brian Yuill, the businessman

While the companies suspended yesterday are comparative lightweights, they have connections with some well-known Australian business figures. Bisleigh is identified with Mr Brent Potts, a leading Sydney stockbroker, while Tulloch Lodge is associated with Mr Tommy Smith, a prominent racehorse trainer.

A strong connection also emerged yesterday between the Spedley crash and that of Rothwells, the Perth merchant bank formerly headed by Mr Laurie Connell.

The West Australian State Government Insurance Corporation, a main Rothwells creditor, confirmed that it had incurred unspecified exposure to Spedley just before the Rothwells collapse last year. This strengthens a previously tenuous connection between the two crashes based on a friendship between Mr Yuill and Mr Connell.

Maxwell bids to buy Jerusalem Post paper

By Hugh Carnegie in Jerusalem

MR ROBERT MAXWELL, the British publisher, plans to take advantage of a \$200m investment programme agreed by Koor Industries, Israel's largest industrial group, with its creditors.

He is bidding for the Jerusalem Post, the English language daily newspaper controlled by ICC, an investment company owned by Koor.

Through his Bishopgate Investment Management company, Mr Maxwell has also acquired for \$30m cash an 18 per cent stake in Teva Pharmaceuticals, one of Israel's top 10 companies. This was held by Koor until it was wived off this year to Koor's biggest Israeli creditors, Bank Hapoalim and Bank Leumi.

Teva had sales of \$211m last year. It is Mr Maxwell's third Israeli investment in 10 months.

Koor, owned by Hovrat Ha'ovdim, the national labour federation, has so far raised about \$80m from its sale of assets. The disposals were agreed as part of a package to rescue the company from heavy losses and debts of more than \$1.2bn.

Staff at the Jerusalem Post are concerned about the possible threat to their independence. Other suitors include Mr Ayre Ganger, an Israeli businessman, and Mr Charles Broadman, a Canadian investor.

Austrian tyre maker registers rise in turnover

By Judy Dempsey in Vienna

SEMPERIT REIFEN, the Austrian-based tyre manufacturer, improved its performance last year and says it is on the road to success.

Turnover for the company, 75 per cent of which is owned by Continental of West Germany and the rest by Creditanstalt-Bankverein, Austria's largest bank, increased by 11 per cent to Sch7.8m (US\$1m). Net cash flow after tax rose 7.6 per cent to Sch551.6m.

Production of Semperit tyres at a factory just outside Vienna increased by 138,000 units to more than 3.7m. Exports account for 70 per cent of turnover.

Creditanstalt has until the end of the year to exercise an option to buy Creditanstalt's 25 per cent stake. It is unclear whether this will be taken up. Creditanstalt owns two thirds of the Semperit Holding group, of which the tyre company is a subsidiary.

Hopewell in HK\$3.86bn issue

By Michael Murray in Hong Kong

HOPEWELL HOLDINGS, a Hong Kong property and construction group, is to raise HK\$3.86bn (US\$494.9m) through a one-for-one rights issue in one of the biggest fundraising exercises seen on the local stock market.

The bulk of the proceeds will be used to finance two projects currently being undertaken by Hopewell - the 91-storey Tower Hotel on Hong Kong Island, and a six lane super-highway linking Hong Kong to Guangzhou (Canton) in China.

Mr Li Kashing is supporting the issue through Chemung Kong Holdings, which is underwriting 13 per cent of the 1,685m new shares on offer at HK\$2.50 each. Mr Gordon Wu, controller of the group, family members and Hopewell directors will take up their rights in full, accounting for another 60 per cent of the issue.

This leaves just over HK\$1bn worth of shares for the other underwriters, led by James Capel Far East and Wardley Corporate Finance. The announcement was welcomed

in the market, where expectations of a Hopewell rights issue have been depressing its share price for some months.

Some HK\$2.5bn of the proceeds are earmarked for land and development costs for the Tower Hotel, which when completed will overtake the new Bank of China headquarters as Hong Kong's tallest building.

Another HK\$1.2bn will go towards phases one and two of the super-highway, which will cut travel time between Hong Kong and other cities in the Pearl River delta on completion in 1993. The balance of the funds raised will be used as working capital for the group.

The rights issue announcement was timed to coincide with the release of Hopewell's interim results, which showed a rise in net profit of 14 per cent to HK\$285.8m for the six months to December.

Turnover fell to HK\$668.9m from a previous HK\$772.4m. The company published a net asset value figure of HK\$6.15 per share before the rights issue.

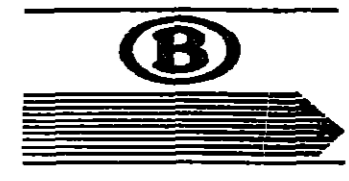
Mr Li Kashing's appearance as an underwriter could signal closer co-operation between Chemung Kong and Hopewell in China, where Mr Wu has established a reputation as an aggressive player, despite running into bureaucratic difficulties on the highway project at one stage.

Hopewell finished building the Shajiao B power station in Guangdong province ahead of schedule, and is now negotiating to build another power station in the area. It also has an interest in the China Hotel in Guangzhou.

Wing On, a department store and property group, reported a 50 per cent rise in 1988 net profit to HK\$135m while turnover increased 21 per cent to HK\$2.24bn, AP-DJ adds.

Attributable profits, including a gain from the sale of a building, were HK\$149m, up from HK\$90m. The dividend totals 22 cents. Last year's payout, which included a 10-cent special dividend, amounted to 24 cents.

This announcement appears as a matter of record only.



**Société Nationale des Chemins de fer Belges**


**Cross Border Lease Financing**

For  
**Belgian Railroad AM 86 Passenger Trains**

**Bfr 1,350,000,000**

Citibank, N.A. acted as advisor, structured and arranged this transaction

December 1988



**Marine Midland Bank N.A.**  
U.S. \$125,000,000

Floating Rate Subordinated Capital Notes due 1994

For the three months 11th April, 1989 to 11th July, 1989 the Notes will carry an interest rate of 10 3/4% per annum with a coupon amount of U.S. \$26.54 per U.S. \$1,000 Note and U.S. \$265.42 per U.S. \$10,000 Note. The relevant interest payment date will be 11th July, 1989.

Listed on the London Stock Exchange

Bankers Trust Company, London Agent Bank

**Citicorp Banking Corporation**  
U.S. \$250,000,000

Guaranteed Floating Rate Subordinated Capital Notes Due July 10, 1997

Unconditionally Guaranteed on a Subordinated Basis by CITICORP

Notice is hereby given that the Rate of Interest has been fixed at 10.5625% and that the interest payable on the relevant interest payment date, October 13, 1989 against Coupon No. 14 in respect of US\$10,000 nominal of the Notes will be US\$536.93.

April 13, 1989 London  
By: Citibank, N.A. (CSSI Dept.), Agent Bank CITIBANK

INTERNATIONAL APPOINTMENTS

Viscount Davignon named as chairman of La Générale

SOCIÉTÉ Générale de Belgique, Belgium's largest holding company, appointed Viscount Etienne Davignon as chairman in a move that had been expected.

Mr Rene Lamy, La Générale's former chief who held the post of governor, resigned with effect from this Tuesday. The company said it will propose at the next annual general meeting that Mr Lamy be made honorary governor of the group in recognition of his services.

Viscount Davignon, formerly a director of La Générale and prior to that a European Community commissioner, was one of the few board members to survive the sweeping changes in the holding company after a bitter takeover battle last year left Compagnie Financière de Suez, the French privatised financial group, in control.

As part of the change, the post of governor was abolished and replaced by a chief executive, Mr Herve De Carnoy, and a chairman.

BARON Paul-Emmannuel Jansen, chairman since the start of this year of Générale de Banque, Belgium's largest bank, has joined the board of supervisors of Amsterdam-Rotterdam Bank (Amro), the second biggest bank in the Netherlands.

The two banks announced plans last year for a merger, scheduled to be completed by February 1991.

\*\*\*  
NIPPON LIFE, Japan's largest life insurance group, announced changes at the top for this year's centenary year.

Mr Josef Ho will succeed Mr Genzaro Kawase, 72, as president. The latter will become chairman after having spent seven years as president. The appointments will be formalised at a board meeting scheduled for July 4.

The 59-year-old Mr Ho joined Nippon Life in 1983. He rose to managing director before becoming executive vice president in March last year.

\*\*\*  
AMERICAN EXPRESS, the US financial and travel related services group, named a new senior representative for its Soviet Union unit.

He is Mr James Kober, 63, who assumes the title of vice president. American Express USSR this month and will be based in Moscow. His responsibilities include overall supervision of all American Express corporate and travel related services activities in the USSR.

Mr Kober, who joined the

company in 1988, is moving from its headquarters in New York, where he has served as vice president worldwide co-ordinator for travel and the US representative network. He succeeds Mr William Fisher on his retirement to the US after 34 years with the company, the last five years in the USSR.

\*\*\*  
BOEING Aerospace, a unit of the Boeing US aerospace manufacturing group, announced that Mr Mark Miller will retire as president on May 1.

Mr R. Dan Pinick, a Boeing corporate senior vice president, will become acting president of the unit.

**Federal-Mogul appoints chief executive**

THE BOARD of Federal-Mogul, the big US manufacturer of automotive components based in Michigan, elected Mr Dennis J. Gormley chief executive officer with effect from May 1.

He will succeed Mr Thomas F. Russell, who will retire from the post but retain his other role of chairman.

The company has been steadily restructuring its operations, putting its profits base on a much better footing and strengthening its hand against any unwelcome predators.

Mr Gormley, 49, has been serving as president, chief operating officer and a board member for the past year, and as an employee for 26 years.

Mr Russell has spent 47 years with the company. He became president in 1977, chief executive in 1976 and chairman in 1976.

**Equitable Bancorporation Overseas**  
Finance N.V.  
U.S. \$50,000,000

Guaranteed Senior Floating Rate Notes due 1994

For the three month period 11th April, 1989 to 11th July, 1989 the Notes will carry an interest rate of 10 3/4% per annum with a coupon amount of U.S. \$26.7 per U.S. \$10,000 Note, payable on 11th July, 1989.

Bankers Trust Company, London Agent Bank

**Development Bank of the Philippines**  
U.S. \$30,000,000

Guaranteed Floating Rate Notes due 1990

Guaranteed by the Republic of the Philippines

In accordance with the provisions of the above Notes, notice is hereby given that for the six months from 11 April 1989 to 11 October 1989, the Notes will carry an interest rate of 10 3/4% per annum.

The interest payable on each U.S. \$5,000 Note on the relevant interest payment date, 11 October 1989 against Coupon No 15 will be U.S. \$273.23

Agent Bank: **Lloyds Merchant Bank**

**HMC MORTGAGE NOTES 3 PLC**  
£150,000,000

Class A £11,500,000  
Class B Mortgage Backed Floating Rate Notes

Due July 2018

For the interest period 12th April, 1989 to 12th July, 1989 the Class A Notes will bear interest at 13.575% per annum, interest payable on 12th July, 1989 will amount to £2,384.45 per £100,000 Note.

The Class B Notes will bear interest at 14 1/2% per annum, interest payable on 12th July, 1989 will amount to £415,722.86 per £11,500,000 principal amount.

Agent Bank: **Morgan Guaranty Trust Company of New York**  
London

**HCA Hospital Corporation of America**

**\$4,012,000,000**

Leveraged Buyout Financing

Co-Arrangers  
**The Chase Manhattan Bank, N.A.**

Lead Managers  
**General Electric Capital Corporation**  
**Toronto Dominion Bank**

**Morgan Guaranty Trust Company of New York**  
**Continental Bank, N.A.**  
**Deutsche Bank AG**  
New York Branch

**\$3,912,000,000**  
Floating Rate Facilities

Funds provided by  
**The Chase Manhattan Bank, N.A.**  
**Continental Bank, N.A.**  
**Toronto Dominion Bank**

**Morgan Guaranty Trust Company of New York**  
**General Electric Capital Corporation**  
**The Industrial Bank of Japan, Limited**  
**Wells Fargo Bank, N.A.**

**Deutsche Bank AG**  
New York Branch  
**The Dai-ichi Kangyo Bank, Ltd.**  
**The Tokai Bank, Limited**  
**Third National Bank in Nashville**  
**Sovran Bank/Central South**  
**Xerox Credit Corporation**  
**The Fuji Bank Limited**  
**Dominion Bank of Middle Tennessee**  
**Pilgrim Prime Rate Trust**

Agent  
**Morgan Guaranty Trust Company of New York**

**\$100,000,000**  
Five-year Fixed Rate Facility

Co-Agent  
**Orient Leasing USA Corp.**

March 1989

This announcement appears as a matter of record only.



Notice of Redemption to the Holders of



**Consolidated-Bathurst Inc.**

9% Series F Debentures due 1992

NOTICE IS HEREBY GIVEN that pursuant to the provisions of the 9% Series F Debentures due 1992 (hereinafter called the "Series F Debentures") and of the Memorandum of Agreement bearing formal date of May 29, 1986 between Consolidated-Bathurst Inc. (formerly named Consolidated-Bathurst Limited and hereinafter called the "Company") and Montreal Trust Company, the Company intends to redeem and will redeem on May 15, 1989 (hereinafter called the "Redemption Date") all the Series F Debentures which shall be outstanding on the Redemption Date at a redemption price equal to 101.00% of their principal amount together with accrued and unpaid interest on said principal amount to the Redemption Date.

Holders are accordingly required to surrender their Series F Debentures, together with Coupons maturing on or after October 1, 1989 attached, for payment of the redemption price and accrued and unpaid interest to the Redemption Date at the offices of any of the paying agents listed below, failing which the face value of any missing, unreturned Coupon will be deducted from the principal amount due for payment. Any amount of principal so deducted will be paid in the manner described above against surrender of the relative missing Coupon.

NOTICE IS HEREBY FURTHER GIVEN that, if any of the Series F Debentures be not presented for redemption on the Redemption Date, no interest thereon shall accrue from and after such date.

**Principal Paying Agent**  
Orion Royal Bank Limited  
71 Queen Victoria Street, London EC4V 4DE  
England

**Dresdner Bank AG**  
Jürgen-Ponto-Platz 1  
D-6000 Frankfurt/Main 7  
West Germany

**Kredietbank N.V.**  
Arenbergstraat 7  
B-1000 Brussels  
Belgium

**Compagnie Luxembourgeoise de la Dresdner Bank AG**  
Dresdner Bank International -  
26, rue du Marche-aux-Herbes  
2013 Luxembourg

**Union Bank of Switzerland**  
Bahnhofstrasse 45  
8021 Zurich  
Switzerland

**S. G. Warburg & Co. Ltd.**  
1 Finsbury Avenue  
London EC2M 2PA  
England

April 13, 1989

Consolidated-Bathurst Inc.  
C.G. Fraser  
Treasurer

**INTERNATIONAL COMPANIES AND FINANCE**

**JP Morgan profits fall sharply**

By Anatole Kaletsky in New York

J.P. MORGAN, the fourth biggest US bank group, yesterday reported a sharp decline in earnings in the fourth quarter, reflecting what it described as the "adverse worldwide interest environment" during the past few months.

The lower earnings came as a disappointment to analysts and J.P. Morgan's shares fell \$1 to \$37 1/2 immediately after the results were announced.

Morgan made net profits of \$180m or 96 cents a share in the first quarter, 36 per cent down from the \$281m or \$1.52 reported a year earlier.

Although the underlying decline in the results was smaller because \$43m of last year's profit related to a refund of US taxes, Mr Lewis Preston, Morgan's chairman, made clear his disappointment with trading conditions in recent months.

Interest rates have risen significantly over the past 12 months, and recently the yield curves in the US and other markets have either flattened or inverted, limiting the opportunities for profitable repositioning of interest rate exposures. These circumstances

were also unfavourable for trading and other income-earning opportunities," Mr Preston said.

Morgan's net interest income in the latest quarter was \$298m compared with \$498m a year earlier. Excluding tax refunds the year-ago net interest income was \$399m. The bank's net interest yield fell to 1.68 per cent from 2.58 per cent a year ago.

Non-interest income was also down - to \$394m from \$435m a year ago. Foreign exchange, other trading income, investment securities

gains, trust and agency income were all lower than the year before.

Other non-interest income, mainly from fees and commissions, was up 10 per cent to \$213m. Total non-interest expenses declined 2 per cent to \$436m.

Morgan's cross-border exposures were \$4.6bn, virtually unchanged from the end of 1988 and \$300m below their year-ago level.

Common stockholders' equity was \$5.7bn or 5.73 per cent of average total assets in the first quarter.

**Mead says profit dip 'masks true strength'**

By Our Financial Staff

MEAD, the US paper and packaging company, yesterday announced a 20 per cent decline in first-quarter net earnings, but said the reported earnings do not reflect the underlying strength of operations.

Net earnings for the quarter ended April 2 were \$52.8m or 81 cents a share, down from \$65.8m or \$1.01 a share a year earlier.

Net sales rose 4 per cent to \$1.13bn from \$1.08bn. However, Mead, the leading US producer of school and office stationery, said earnings per share from continuing operations, excluding its acquisition and divestiture activities, rose 29 per cent from a year earlier.

Mead said net earnings per share in first quarter 1989 included 17 cents from the sale of its paperboard products division and 15 cents in earnings from Brunswick Pulp and Paper, which was sold in August, 1988.

Also, the acquisition of Michia, a compiler and publisher of state legal codes, in December, 1988, diluted first-quarter 1989 earnings by 3 cents a share.

"Our businesses performed very well during the quarter in terms of both sales and earnings," said Mr Burnell R. Roberts, Mead's chairman. "Our strategy of investing for the future and managing for the long term tends to mask the true strength of current operations, but we believe it is in the best interest of Mead share owners."

Mr Roberts said the company's paper division performed particularly well during the quarter. However, earnings for the coated paper division declined slightly.

**Westinghouse edges ahead in first quarter**

By Karen Zager in New York

WESTINGHOUSE, the diversified heavy electrical equipment maker, yesterday reported a 5 per cent increase in net income for the first quarter.

Net profits for the quarter ended March 31 were \$189m or \$1.30 a share compared with \$180.5m or \$1.25 a year ago. Revenue for the period was \$2.89bn, up 9 per cent from \$2.75bn in 1988.

This year's net income included a restructuring provision of \$261.5m which largely offset gains of \$266.1m from the sale of the company's elevator business and the formation of a transmission and distribution joint venture with Asea Brown Boveri.

Income for the 1989 quarter was boosted by the sale of the company's minority interest in a cable television programming service.

Earnings for 1988 were restated upward to reflect a lower tax provision. The Pittsburgh-based company said the effective tax rate for the latest quarter was 22.7 per cent from the restated 23.4 per cent the previous year.

Westinghouse said that operating profits from the Energy and Utility Systems group rose substantially on higher revenues, principally from nuclear fuel, energy systems and transmission and distribution businesses. Although revenues for the Financial Services sector improved, its operating profit was down from the record first quarter of last year.

**Oerlikon parent passes dividend**

By John Wick

OERLIKON-BUEHLE Holding, Zurich parent company of the Swiss industrial and services concern Oerlikon-Buehle, is to pass its dividend for the third year in succession.

Parent-company net profits remained almost unchanged at SF1.5m (\$904,000) for last year, while consolidated results of the group as a whole showed a loss of SF35.5m.

This compares with a loss of SF115.2m for 1987 and brings total group losses for the three past years to SF240.5m. Group sales in 1988 rose to SF4.25bn from SF4.1bn. The increase would have been some 4.5 per cent higher but for various divestment.

**Correction Mondadori**

Yesterday's feature on Italian publishing wrongly identified Mr Raul Gardini as holding 8.2 per cent of the Amef holding company, which controls just over 50 per cent of Mondadori. The reference should have been to Mr Silvio Berlusconi, president of Fininvest, who owns 8.75 per cent of Amef.

**Record returns from Motorola**

By Anatole Kaletsky

MOTOROLA, the Chicago-based semiconductor and electronic equipment company, reported record sales and earnings for the first quarter.

The results showed improvements in semiconductor orders from the Far East. Motorola's results, with those of other chip makers, are currently significant because of uncertainty about the state of the present semiconductor cycle and tensions between the US and Japanese governments over semiconductor trade.

Motorola's shares gained 62.5 cents to \$45 yesterday morning, as part of a broad advance by computer and electronics issues.

Motorola made \$123m, or 95

cents a share, after tax in the first quarter, a gain of 8 per cent on the \$142m or 88 cents reported the year before. Its worldwide quarterly sales were up by 11 per cent to \$2.17bn.

The company said that higher orders in semiconductor products and general systems group were offset by lower profits from the communications sector.

But new orders in all three businesses reached new records for any quarter.

The company's other, smaller businesses - information systems, government electronics and automotive electronics - all suffered small sales declines.

Sales in the semiconductor

sector advanced by 11 per cent, while orders rose 9 per cent and backlog increased 7 per cent.

Orders were higher in all regions, led by Japan and the Far East, the company said.

Communications sales increased by 5 per cent, while orders rose by 12 per cent and backlog by 9 per cent.

The company said that operating profits fell because of a short-term shift in the product mix and increased development costs, as well as unusually strong results in the year-earlier quarter.

In the general systems group, sales climbed by 58 per cent, with cellular telephone businesses particularly strong.

**Andersen expands consultancy**

By Pratap Chatterjee in New York

ARTHUR ANDERSEN, the largest management consultancy firm, is to invest up to \$20m over the next five years in expanding its consultancy practice.

The firm expects to raise capital through several finan-

cial instruments including commercial paper, specific project investments from financial institutions and a leasing company, which will be set up.

Arthur Andersen has restructured its business after

seven of its top consultancy partners left to set up a rival practice with help from Satchel and Satchel.

Following this the firm reorganised its work into two strategic business units (SBUs), accounting/tax and consulting.

**Lloyds Bank Canada cuts staff by up to 12%**

By David Owen in Toronto

LLOYDS BANK Canada, the country's largest foreign bank, is cutting staff in a bid to reduce its cost/income ratio.

No indication of the extent of the cutbacks has been given, but it is believed that up to 12 per cent of the bank's 1,500 staff could be affected. In a prepared statement, the bank said that most of the reduction had been achieved "through natural attrition."

The move follows two years of disappointing financial performance after the acquisition of the troubled Continental Bank of Canada in November 1986.

In its year ended October 31, Lloyds Bank Canada - which had assets of C\$5.3bn

(US\$4.46bn) and 55 Canadian branches - reported profits of C\$217m.

This represented a return on average assets of just 0.04 per cent and ranked it 23rd for profitability among foreign banks active in Canada.

Of late, the bank - one of only two foreign banks in Canada with a significant branch network - has focused its efforts on two principal target markets: well-to-do individuals and medium-sized companies. Each year it launches its own string of mutual funds.

The strategy has also encompassed the upgrading of mortgage products and the introduction of a Registered Retirement Savings Plan.

**NCNB grows sturdily**

By James Buchan in New York

NCNB, the expansionist North Carolina banking group which is seeking to acquire Citizens & Southern in Atlanta, yesterday reported sturdy growth in its earnings for the first quarter and said this strengthened the case for a merger.

The Charlotte-based company, which has offered to buy Citizens & Southern with about \$2.3bn worth of its own stock, yesterday rejected demands from its smaller rival that it drop the offer.

Mr Hugh McColl, NCNB's chairman, said: "It is time for us to meet and to begin working together."

NCNB, which has grown by leaps and bounds towards the top ten ranking for US banks, said yesterday that its earnings in the first quarter to the end of March rose 8 per cent over the 1988 first quarter, to \$76.8m or 82 cents a share.

The banking group said the 1988 figures included special gains on securities sales and other non-recurring income. Growth of core earnings per share was 16 per cent. The bank's loan quality improved, with non-performing assets at \$22.1m or 1.16 per cent of net loans and leases, against 1.51 per cent a year ago.

**ELKEM 1988**

Norway's Elkem Group, a leading producer of Aluminium, silicon and ferroalloys, had a record year in 1988, making a profit before extraordinary items of NOK 659 million on a turnover of NOK 9,754 million. A net ordinary income of NOK 249 million resulted in a profit before taxes and year-end appropriations of NOK 908 million.

The Group's turnover rose by 28 percent from NOK 7,594 million in 1987, mainly as a result of strong markets in metals and alloys and rationalisation of the company's activities. Elkem's net interest-bearing debt was reduced by NOK 1.7 billion, and the company began an action plan to improve overall productivity by a total of NOK 500 million on a yearly basis in the course of 1988-89.

In view of the prognosis for continued strong markets in the world's steel and foundry industry as well as the aluminium and chemistry industries, the Board anticipates another strong year in 1989. Elkem's worldwide marketing network, the company's concentration on specialty products and the rationalisation of operations provides a good platform for 1990 and beyond.

**DIVIDEND**  
The Board has proposed a dividend of NOK 7.50 per share for the year ending December 31, 1988.

**NOTICE OF AGM**  
Elkem's Annual General Meeting will be held on Tuesday, May 2, 1989 at 2:00 p.m. at the Colosseum Conference Center, Essendropsgate 8, Oslo. The agenda includes: ratification of the income statement and balance sheet for 1988; to elect members of the Corporate Assembly and their deputies; and to submit the Board's proposals for three amendments to the company's Articles of Association: (1) § 51 to read: "At least 2/3 of the share capital must at any time formally and actually be owned by Norwegian citizens or legal persons defined as Norwegian-controlled under the Concession Act of December 14, 1917"; (2) Deletion of § 5.2; (3) § 6.3, sentence 1 shall be amended to read: "A majority of the Board of Directors, including the chairman, shall be Norwegian citizens."

To receive a copy of Elkem's 1988 Annual Report, complete this coupon and return it to: Elkem A/S, Corporate Communications Dept., P.O. Box 4282, N-0401, Oslo 4, Norway.

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Orkla Borregaard A.S.

(Incorporated with limited liability in the Kingdom of Norway)

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**Kleinwort Benson Limited**

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March 1989

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April 11, 1989



INTERNATIONAL COMPANIES AND FINANCE

Building societies may follow Abbey's lead

David Barchard on the implications of Tuesday's vote for stock market flotation

With its members' ballot safely behind it, Abbey National now has relatively few hurdles left before it goes ahead with its stock market flotation in June. Its chief remaining worry is the confirmation hearing by the Building Societies Commission in mid-May. Relations between Abbey National and the commission have not been entirely easy in the last few months, after repeated warnings from the commission that it has the power to cancel conversion procedures if the ballot has not been conducted impartially.

That is precisely the accusation being made by the group Abbey National Members Against Flotation, which has made its views known to the commission at regular intervals since it was set up last summer.

AMAF's lengthy list of complaints includes the refusal of Sir Campbell Adamson, Abbey National's chairman, to agree to a special general meeting called by the rebels last autumn and more recent allegations that the ballot was not conducted with due impartiality.

It would be a revolutionary move, however, for the commission to overrule the results of such a large ballot, and most City analysts believe that is unlikely.

So Abbey National's next practical step will be to issue members with details of the handout of free shares and the simultaneous issue of new shares which only existing

members will be able to buy - at least initially.

One anxiety for the society's board must be that the float will leave its deposit base seriously depleted. The board accepts that many savers with the society will dip into their accounts to purchase shares.

There must also be the possibility that some disaffected savers will move elsewhere. Mr Alexander Sandison, vice chairman of AMAF, says he believes that at least £1bn (£1.6bn) will be taken out of Abbey's coffers once it becomes clear that the flotation is definitely going ahead.

The society does not expect the flight of funds to affect it seriously, and its officials have long believed that the alternative to the flotation is being gradually squeezed out of the financial services markets in the 1990s. Sir Campbell has several times spoken as if he believes that Abbey National cannot expect to survive in the long run unless the conversion goes ahead.

That may sound alarmist, but behind Abbey National's entire strategy of diversifying its range of retail banking activities in the last few years lies the belief that the UK mortgage market is mature and approaching saturation.

For the building society movement as a whole, Abbey National's departure creates disturbing new perspectives. Without Abbey National, its second largest member, the industry will be severely shrunken, and its influence may be correspondingly

reduced.

The Building Societies Association has for precisely that reason already discussed an arrangement to allow Abbey National to remain a sort of country member, with its statistics continuing to be included with those of the industry.

Among other large societies, Woolwich and Britannia are declared defenders of mutualism. But several other societies are either keeping their own counsel on the issue, or have even issued guarded hints that they look on incorporation with favour.

National & Provincial, the seventh largest society, looks fairly close to announcing a decision to incorporate. One or two others in the top 10, such as Alliance & Leicester, may not be far behind.

City analysts predict that once one or two societies have followed Abbey National, there will be a haemorrhage of others from the industry until, as in Australia and South Africa, almost all the larger societies have exited into the banking market and only the tiny societies are left.

That should not be altogether depressing for the traditionalists in the industry. There are about 85 small societies in the UK, and they may continue along much the same lines they have always done.

Building societies were founded by their founders to be local institutions and the growth of the large societies into nationwide retail banks was unforeseen and to some

extent a historical accident. Societies in the middle ground (numbers six to 20) from the Leeds Permanent to the Leeds & Holbeck, must now ask themselves searching questions about the best ways to ensure their survival.

Many societies know that takeovers and even hostile takeovers are possible, although the obstacles are even harder than for a stock market flotation. Potential purchasers and predators are already seeking out the services of merchant bank advisers in the City.

The 64 per cent turnout among Abbey National voters is bound to suggest to many medium-sized building societies that incorporation through a merger with a bank or building society is a live option to be taken very seriously. A merger would have to be approved by members in a ballot, in which there was a turnout of at least 50 per cent with 75 per cent of voters in favour.

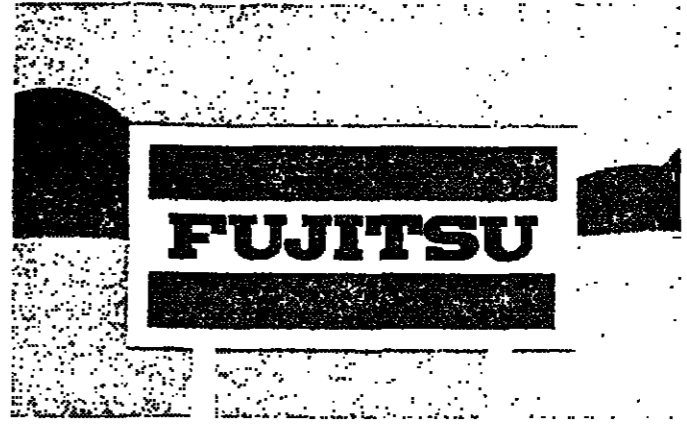
The Abbey National poll result shows that this seemingly stiff requirement can be exceeded easily. A merger would offer voters very much higher cash rewards than the free-share issue being offered by Abbey National.

Indeed, those who believe that a forcible takeover of a building society is possible - by a predator appealing to members over the heads of the board - will find encouragement from this week's results at Wembley.



Sir Campbell Adamson: refused special meeting

When FUJITSU wanted green fields, they chose Sedgefield's



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Hafnia profits up to DKr418m

By Hilary Barnes in Copenhagen

HAFNIA INVEST, the Danish insurance and financial services group, increased operating profits from DKr181m (US\$48.4m) to DKr418m last year.

Capital gains moved from a 1987 loss of DKr397m to a profit of DKr1.11bn, producing a net profit of DKr1.52bn from a loss of DKr79m in 1987.

This was the group's best year ever, said the preliminary

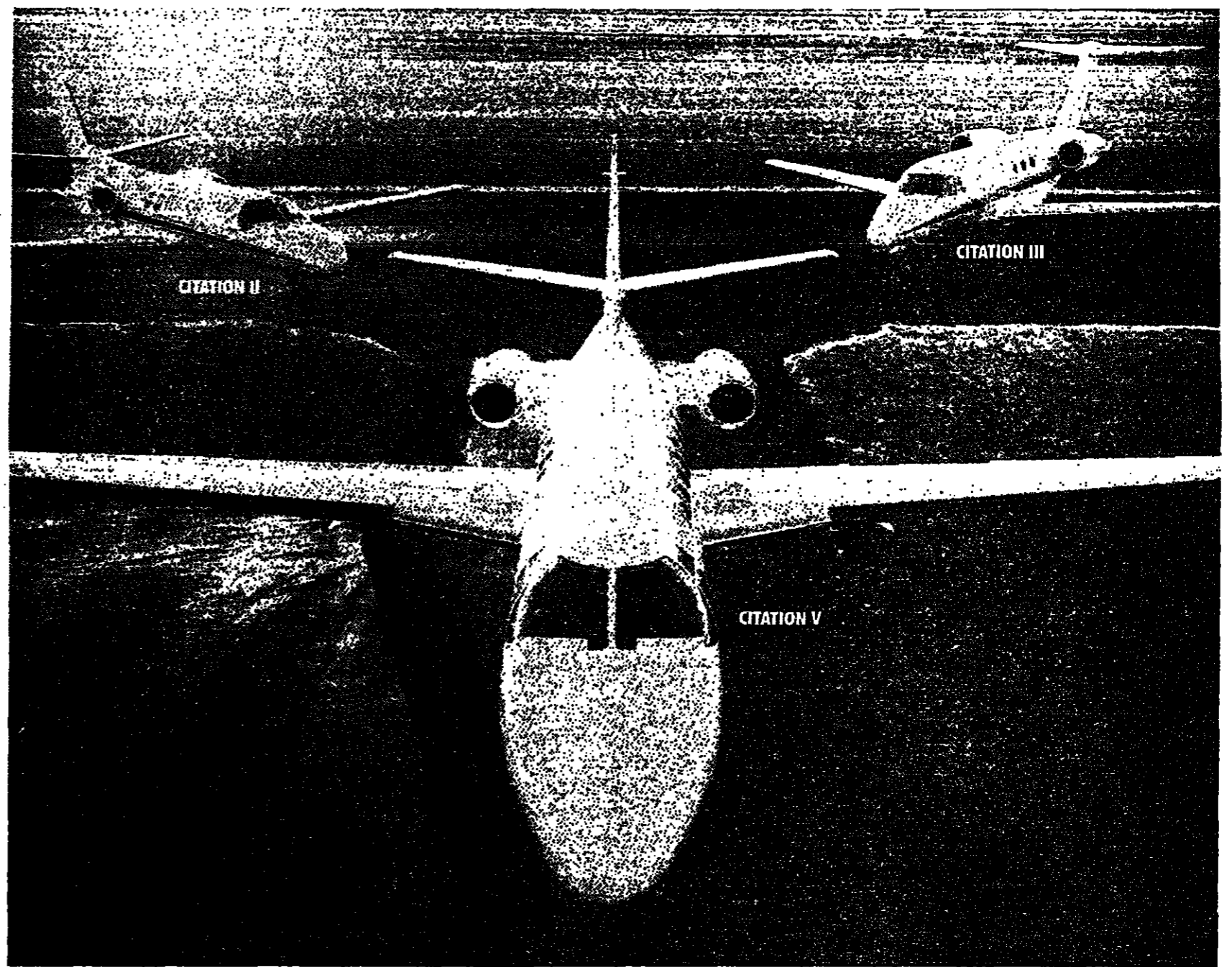
statement. Earnings per share in the parent company were DKr194 against a loss of DKr6 in 1987, with operating profits per share rising from DKr33 to DKr49.

The board proposed increasing the dividend from 7 to 8 per cent, and profits in 1989 are expected to exceed last year's levels. Group assets increased from DKr35.76bn to DKr39.65bn and shareholders' equity from

DKr4.14bn to DKr5.36bn. Operating profits at Hafnia Insurance increased from DKr266m to DKr333m.

Hafnia's other subsidiaries, an investment bank, a merchant bank, a real estate services and fund-raising companies, all contributed to profits.

The parent company's name is to change from Hafnia Invest to Hafnia Holding to avoid misunderstandings.



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That, they said, would be the ideal jet. And that's exactly what the Citation V provides.

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**CITATION V**

1988



# Compagnie Générale d'Électricité

At its April 4, 1989 meeting chaired by Pierre SUARD, the Board of Directors of Compagnie Générale d'Électricité (CGE) closed the accounts for fiscal 1988. CGE Group consolidated net income for the year amounted to FF 4,152 million, an increase of 23% over 1987. Net income was equal to 3.2% of consolidated sales which totalled FF 128 billion. This income-to-sales ratio is appreciably greater than the 2.7% achieved in 1987 and exceeds the 1990 target of 3% set when CGE was privatized in 1987. The 1988 advances reflect the improved performance of the large subsidiaries which were already generating substantial operating profits the previous year.

**CGE CONSOLIDATED NET INCOME UP 23% TO 4.15 BILLION FRANCS**

**CGE CONSOLIDATED NET INCOME UP 23% TO 4.15 BILLION FRANCS**

Parent company net income for 1988 amounted to FF 1,257 million as compared to FF 1,184 million for 1987. This figure includes dividends received from subsidiaries and investments amounting to FF 902 million, an increase of 16%. The Board decided to propose that the Shareholders' Meeting declare a total dividend of FF 648 million, an increase of 22% in comparison with the FF 529 million paid out the previous year. The total dividend corresponds to a per share dividend of FF 6.00, excluding the tax credit which increases the total yield per share to FF 13.50, paid on the 71,757,359 shares comprising the Company's capital at December 31, 1988. The comparative 1987 figures were a net dividend of FF 7.50 and a total yield of FF 11.25 including tax credit. The dividend will be payable as of June 30, 1989. The Board decided to offer shareholders the option of receiving stock in payment of the dividend. The Board of Directors decided to convene the Annual Shareholders' Meeting on June 20, 1989 at 2:30 PM at the Théâtre de l'Empire in Paris.

Consolidated Income Statement Highlights (in FF million)		Consolidated Balance Sheet Highlights (in FF million)	
1988	1987	1988	1987
Sales	127,958	127,481	179,318
Income from operations (including net interest)	6,661	7,402	28,648
Net income from current operations	3,447	2,827	17,878
Consolidated net income	4,152	3,338	45,253
- Minority interests	1,994	1,556	55,557
- CGE share	2,158	1,832	50,130
			13,118
			14,910
			29,042
			171,061
			28,648
			17,878
			45,253
			55,557
			50,130
			13,118
			14,910
			29,042
			171,061

The Board of Directors also approved the legal, financial and administrative procedures related to the final agreement with the General Electric Company (GEC) of the U.K. dated March 22, 1989. By these arrangements, a company, incorporated in The Netherlands and jointly owned by the CGE and GEC groups, will be formed to take over the activities currently exercised by Alsthom in the CGE Group and by GEC's Power Systems Group. Subsequently, Alsthom will become a holding company which, in addition to a 45% interest in CGEE ALSTHOM and real estate assets, will own 50% of the company formed jointly with GEC. When these arrangements are completed, CGE's major industrial assets will be controlled through two holding companies. Alsthom will be the intermediary between CGE and its operating subsidiaries in the energy and transportation sector while Compagnie Financière Alcatel, which became a holding company through a similar process in the CGE Group acquired ITT's telecommunications activities, holds group interests in the telecommunications, business systems and cables sector. The Chairman informed the Board, that studies are being made within the CGE Group directed to streamlining structures by bringing the CGE parent company closer to its operating subsidiaries, in line with the industrial strategy announced by CGE at the time of its privatization in 1987 and since reinforced. He added that these studies should lead to a proposed merger of CGE simultaneously with the end of the first half of 1989. The Chairman stated that according to initial internal party estimates, which have to be submitted to court-appointed appraiser and merger experts, the ratios could be 7 CGE shares for 1 Compagnie Financière Alcatel share, and 7 CGE shares for 5 Alsthom shares. The Chairman added that the Board would meet in the near future, after the workers' representation committees concerned have been consulted, to review the studies now in progress on this structural simplification so as to be in a position, to request, if its conclusions so justify, shareholder approval of these mergers at the General Meeting of June 20, 1989.



## INTERNATIONAL CAPITAL MARKETS

# Barclays Bank pays 12% for three-year sterling

By Norma Cohen

A BRIEF respite in the UK government gilts market opened the door for the launch of two new sterling Eurobonds, in spite of fears over the direction of currency and interest rates.

In particular, domestic investors are nervous about the UK retail price index for March, a key inflation gauge, which is set for release on Friday. Evidence of further inflationary pressures are likely to trigger renewed speculation about a rise in base rates to 14 per cent in the near future.

The bonds, lead managed by Chase Investment Bank, carried a coupon of 10 per cent and are priced at 95.45 per cent to yield 97 basis points over gilts.

Dealers said that although the deal had a co-lead manager it was not syndicated and was believed to have been placed largely with a few investors who had expressed interest in prior to launch.

The bonds, lead managed by Chase Investment Bank, carried a coupon of 10 per cent and are priced at 95.45 per cent to yield 97 basis points over gilts.

Still, Barclays Bank was able to issue a £125m three-year Eurobond bearing a 12 per cent coupon, the highest seen on any security of that maturity in years.

The bonds, lead managed by Barclays de Zoete Wedd, were priced at 100% to yield 96 basis points over the 10% per cent gilts due 1992.

### INTERNATIONAL BONDS

That seemed sufficient to tempt some investors back into the market.

Proceeds were said to have been swapped into floating rate funds at 30 to 30 basis points under Libor.

European Investment Bank issued a \$50m bond due 1997, fungible with \$20m of outstanding identical securities.

Dealers said that although the deal had a co-lead manager it was not syndicated and was believed to have been placed largely with a few investors who had expressed interest in prior to launch.

In West Germany, several new deals emerged, including a DM1bn 10-year floating-rate Eurobond, guaranteed by Dresdner Bank. The bonds are priced at 100.05 and pay a over three-month Libor.

Metropolitan Estate and Property International, the Dutch subsidiary of M&P, the UK property group, issued a £10m 10-year Eurobond priced at 100% and bearing a coupon of 7 per cent.

### NEW INTERNATIONAL BOND ISSUES

Borrower	Amount m.	Coupon %	Price	Maturity	Yield	Book runner
<b>DEMARKS</b>						
Dresdner Finance	1bn	10 1/2	100.05	1998	27/172	Dresdner Bank
Metropolitan Est. & Prop.	100	7 1/2	100	1998	21/112	Metrop. Int'l
Fin. Ind. Co. (Fin. Ind.)	20	10	100	1994	23/112	Deutsche Bank
<b>US DOLLARS</b>						
Nippon Credit Finance	200	10 1/2	101.55	1993	13/112	Nippon Credit Int.
Yomuri Land Co.	100	10 1/2	100	1993	23/112	Nomura Int.
Shiroki Corp. (Shiroki)	50	4 1/2	100	1993	23/112	Nomura Int.
<b>CANADIAN DOLLARS</b>						
Montreal Trust	100	11 1/2	101 1/2	1994	13/112	Societe Generale
<b>STERLING</b>						
Barclays Bank	125	12	100	1992	13/112	BZW
Barclays Bank	100	10	95.45	1997	13/112	Chase Investment Bank
<b>AUSTRALIAN DOLLARS</b>						
Suez Canal Credit	50	20 1/2	101 1/2	1990	1 1/2	Bankers Trust Int.
<b>SWISS FRANCS</b>						
Compagnie Financière Alcatel	120	10 1/2	100	1993	n/a	UBS
Hitachi Koki Kogyo	100	10 1/2	100	1994	n/a	SEB
Yamanaka Corp. (Yamanaka)	50	10 1/2	100	1993	n/a	Credit Suisse

\*Private placement. †With equity warrants. ‡Convertible. §Final terms. ¶Floating rate notes. †† Coupon cut by 1/4, 1/2, 3/4, 1, 1 1/2, 2, 2 1/2, 3, 3 1/2, 4, 4 1/2, 5, 5 1/2, 6, 6 1/2, 7, 7 1/2, 8, 8 1/2, 9, 9 1/2, 10, 10 1/2, 11, 11 1/2, 12, 12 1/2, 13, 13 1/2, 14, 14 1/2, 15, 15 1/2, 16, 16 1/2, 17, 17 1/2, 18, 18 1/2, 19, 19 1/2, 20, 20 1/2, 21, 21 1/2, 22, 22 1/2, 23, 23 1/2, 24, 24 1/2, 25, 25 1/2, 26, 26 1/2, 27, 27 1/2, 28, 28 1/2, 29, 29 1/2, 30, 30 1/2, 31, 31 1/2, 32, 32 1/2, 33, 33 1/2, 34, 34 1/2, 35, 35 1/2, 36, 36 1/2, 37, 37 1/2, 38, 38 1/2, 39, 39 1/2, 40, 40 1/2, 41, 41 1/2, 42, 42 1/2, 43, 43 1/2, 44, 44 1/2, 45, 45 1/2, 46, 46 1/2, 47, 47 1/2, 48, 48 1/2, 49, 49 1/2, 50, 50 1/2, 51, 51 1/2, 52, 52 1/2, 53, 53 1/2, 54, 54 1/2, 55, 55 1/2, 56, 56 1/2, 57, 57 1/2, 58, 58 1/2, 59, 59 1/2, 60, 60 1/2, 61, 61 1/2, 62, 62 1/2, 63, 63 1/2, 64, 64 1/2, 65, 65 1/2, 66, 66 1/2, 67, 67 1/2, 68, 68 1/2, 69, 69 1/2, 70, 70 1/2, 71, 71 1/2, 72, 72 1/2, 73, 73 1/2, 74, 74 1/2, 75, 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INTERNATIONAL CAPITAL MARKETS

US bonds stay subdued as trade data doubts grow

By Janet Bush in New York and Katharine Campbell in London

THE long wait for Friday's producer prices and trade figures continued yesterday with US Treasury bonds trading quietly and in a narrow range for the third consecutive day.

GOVERNMENT BONDS

The yield on the Treasury's benchmark long bond rose to 9.12 per cent.

The main focus of the market was the seven-year note auction during the afternoon session.

In when-issued trading, the notes were yielding 9.36 per cent, up two basis points from Tuesday.

There was some caution about the sale, with dealers concerned that there would be little interest in such a lackluster market so close to this week's important economic releases, due today and tomorrow.

Forecasts started emerging of the data yesterday, which indicated trading somewhat. The consensus on the trade figures is for a deficit of \$10.4bn, compared with \$9.5bn in January, as economists believe there was a substantial increase in imports in February.

The producer price index is expected to have risen by 0.5 per cent in March after

monthly increases of 1 per cent in January and February. The PPI gap has been boosted by higher energy prices.

Economists at Citicorp & Sunow suggested that the release of West German wholesale price figures yesterday, which showed a substantial increase of 0.8 per cent, may have depressed US bond prices.

"This may be seen as a reminder that our PPI is due on Friday and that, with the recent rise in oil prices, the number may still be a bad one," they said.

THE CONTENTS of the economic statement made yesterday by Mr Paul Keating, Australia's Treasurer, had been sufficiently well leaked to ensure there were no big surprises. However, the bond market weakened five or six basis points during the speech, mostly in response to slightly more substantial tax giveaways than had been anticipated.

Parts of Mr Keating's statement may have been music to the ears of Mr Nigel Lawson, the UK Chancellor - notably the passage about tax cuts being a non-inflationary way of raising income - but they are not calculated to charm financial markets. Monetary policy is likely to remain steady or even tighter over coming months and, consequently, long bonds look less than attractive.

In London afternoon trading prices continued to weaken slightly, with the benchmark

Commonwealth 12 per cent bond due July 1989 yielding 12.80 per cent.

SPECULATION that Mr Gerhard Stoltenberg, West Germany's Finance Minister, may be replaced by Mr Theo Waigel, a member of the Christian Social Union party, whose main priorities are thought to include the removal of withholding tax on German bonds, came too late in the day to move the market much.

However, Life traders reported a five to 10 pipening rise in the 10-year government bond future, which closed at 93.34, still 7 basis points down on the previous settlement.

The repurchase allocation earlier in the day was, at DM14bn, more generous than had been expected and the rates, between 5.80 and 6.20 per cent, were on the positive side.

While this produced a moderately favourable response, a large increase in wholesale prices for the quarter to February depressed the market, at least in London.

The spread between cash and futures prices has narrowed from 75 basis points to about 20 basis points, so that arbitrageurs have been unwinding outstanding positions, buying futures and selling cash.

UK gilt-edged securities traded with a downward bias for most of the day, reflecting negative sentiment about sterling as well as nervousness about the import of economic data to be released today and tomorrow.

The advent of two new Euro-sterling deals, while the recent Republic of Italy issue still weighs over the market, meant that supply concerns also depressed prices.

Traders noted that there was still quite significant switching from gilts into German government bonds, mainly on behalf of non-UK investors jittery about sterling's medium-term prospects.

The long gilt future on Life closed at 94.30, weaker on the day.

European stock exchanges close ranks

Haig Simonian on the bourses' efforts to present a more unified front ahead of 1992

ALmost 15 years after starting to work together informally, the European Community's stock exchanges are belatedly trying to present a more unified front towards the European Commission in Brussels ahead of a string of new legislation which could seriously affect the way many conduct their business.

According to Mr Rüdiger von Rosen, chairman of the European Capital Market Group (ECMG) and executive vice chairman of the Federation of German Stock Exchanges, the decision last year to revive the ECMG and to shift its focus away from purely technical issues back to its roots in everyday business stemmed from the approach of the free internal market after 1992 and a general feeling that EC stock markets needed to develop links with the Commission.

The ECMG is a sub-group of the EC Stock Exchange Committee. The topics now on its agenda certainly cover a daunting variety of issues including indirect taxes, takeover bids and insider trading.

But after a meeting last month with Sir Leon Brittan, the European Commissioner responsible for stock exchange business, the bourses - represented by Mr Ettore Fumagalli, president of the EC Stock Exchange Committee, Mr Jeffrey Knight, chairman of its working group and chief executive of the London Stock Exchange, and Mr von Rosen - may be making some progress.

With widely differing regulations and trading practices

between the 12 member states, the ECMG has decided to present a joint report calling for the abolition of all indirect taxes on stock exchange trading throughout the EC.

It was the first time the committee stood together to call on their national governments to abolish all stock exchange trading and turnover taxes as part of a general tax harmonisation, says Mr von Rosen.

The subject is of particular interest to German bourses, which complain of losing business to London as a result of their country's stock exchange turnover tax. The tax, which raised DM55m (\$31m) in 1988, looks set to stay, in spite of an election pledge by the Bonn Government to abolish it and a recent pledge by the state government of Hesse, home of Frankfurt - Germany's financial centre - to press for its removal.

Mr von Rosen says the aim is now to develop the ECMG, which includes representatives from stock exchanges in all member states, as the single interlocutor with the Commission for European bourses.

However, many of the other topics it will have to tackle will involve more difficult decisions than just calling for the abolition of turnover taxes and stamp duties, hardly an issue likely to split the market.

Harmonising all the other taxes affecting securities trading - notably capital gains tax - is an example of the difficulties facing it. Luxembourg, for example, has no capital gains tax, while its Government has consistently opposed the intro-



Ettore Fumagalli, bourses making progress

duction of a withholding tax, which it says is unnecessary. Understandably, it is difficult for the Luxembourg bourse to go along with its counterparts' calls for harmonisation.

Mr von Rosen admits the issue of capital taxes is controversial and he agrees it is not a theme which the group is ready to decide on as yet. However, he believes the ECMG will have to get to grips with the issue in time and could eventually come to play a significant role in collaboration with the Commission.

Some other themes have proved more promising. The ECMG is preparing a joint paper on takeover bids in response to the draft proposal submitted by the Commission last December. The plan is to

discuss issues between the bourses in parallel to the talks taking place within the Commission, and then to raise these matters jointly with the Commission once an inter-bourse position has been reached, possibly by the time of the European stock exchanges' general assembly in mid-May.

Relations between the bourses and the Commission have changed for the better since December, when the Commission made clear it had no intention of developing into a European version of the US Securities and Exchange Commission.

European bourses have taken comfort from the Brussels view that market supervision is either a matter for domestic regulators or for the bourses themselves, with the Commission's brief being limited to encouraging a level playing field between national capital markets.

The steps that have been taken on insider trading in EC countries illustrate the general drift towards common standards, even before the ECMG's revival in mid-1987.

In the past two years, a string of member states have replaced old voluntary anti-insider guidelines with legally-binding rules. That has increasingly put the spotlight on West Germany, which is now the only large member state which does not have a legally-binding insider trading law.

The Germans have stuck to their guns, although the signs are that they will soon introduce a legally-based system, in line with every other EC state

except Luxembourg. Agreeing a draft guideline on EC-wide insider trading laws is thought to be of particular interest to the Spanish Government, which is president of the Council of Ministers until the end of June.

German approval is likely to come as soon as an accord is reached on defining a secondary insider. According to one observer, that suggests that insider trading could be outlawed in Germany by the end of the year.

The Germans may eventually come to appreciate a legally-based system. Experience has already shown that some agreements, such as that on EC-wide joint listing and prospectus requirements for new issues, can be particularly beneficial to a country like Germany, where there is a strong federal system and numerous bourses.

With eight domestic stock exchanges in Germany, the new EC rules on mutual recognition of listing procedures, which look set to be passed into German law this summer - sooner than in other member states - will make life appreciably easier for EC companies wanting to list their paper on all the country's markets.

Rather than having to go through eight separate listing procedures, from Hamburg to Munich, once the appropriate law is passed a company would only have to handle one set of paperwork to list its shares nationwide.

When similar laws go through in other member states, that simplification will apply Community-wide.

BENCHMARK GOVERNMENT BONDS

Table with columns: Coupon, Red Date, Price, Change, Yield, Week Ago, Month Ago. Rows include UK GILTS, US TREASURY, JAPAN, GERMANY, FRANCE, CANADA, NETHERLANDS, AUSTRALIA.

London closing, \*denotes New York morning session. Yield: Local market standard. Prices: US, UK in \$/100, others in decimal.

Liffe to launch three-month Ecu contract

By Katharine Campbell

THE London International Financial Futures Exchange (Liffe) plans to launch a short-term interest rate future denominated in Ecu, possibly in the third quarter of this year, according to Mr David Burton, Liffe chairman, who was addressing an International Financing Review conference on the single European market.

To date, US exchanges have experimented, not very successfully, with Ecu currency contracts, but no three-month

interest rate future exists. When Liffe undertook a market survey last December to gauge demand for the product, the London exchange discovered greater demand for a Euro-Mark future, which it is launching next week.

But in spite of the underdeveloped state of the Ecu cash market, there continues to be considerable interest in the basket currency, particularly since the UK Government began issuing Ecu-denominated Treasury bills regularly.

The Bank of England is known to be keen that Liffe introduce such a futures contract.

Current lack of liquidity in the cash market might be overcome by a novel market-maker system on Liffe, Mr Burton suggested, whereby half a dozen traders would be committed to making regular two-way prices on the exchange floor - a practice commonplace in options products but untested in the futures arena.

much of his speech to underlining the desirability of co-operation between European derivatives exchanges, competitive issues also emerged.

The Matif's outline agreement to join Globex - the electronic trading system being developed jointly by the Chicago Mercantile Exchange and Reuters - is likely to include an arrangement giving the French exchange sole rights to trade Ecu as well as French franc products within the new system, Mr Burton said.

Kredietbank prices issue

AN international share offering of 1m shares for Kredietbank, the Belgian bank, was priced yesterday at BF4.375 (\$110) a share, writes Stephen Field.

Morgan Stanley International, head of the international equity syndicate, said the underwriters were granted an over-allotment option for a further 100,000 shares. The offering closed on Tuesday at the Brussels stock exchange at BF4.700. They will be entitled to dividends for the financial year beginning April 1.

LONDON MARKET STATISTICS

RISES AND FALLS YESTERDAY

Table showing rises and falls in various market indices: British Funds, Corporations, Financial and Properties, etc.

LONDON RECENT ISSUES

Table listing recent issues: Equities, Fixed Interest Stocks, Rights Offers.

RIGHTS OFFERS

Table listing rights offers for various companies.

TRADITIONAL OPTIONS

Table listing traditional options for various companies.

LONDON TRADED OPTIONS

THE NEW financial year continued to bring substantial business to the London Traded Options Market yesterday, though it was perhaps a stronger factor that it was April Expiry day in individual stocks. Overall market business came to 58,236 contracts, made up of 40,785 calls and 15,453 puts.

It was stocks that showed little net movement on the underlying market, however, which led the way in traded options dealings. British Steel was the most heavily traded, accounting for 4,521 contracts, consisting of 4,311 calls and no more than 210 puts. The options dealings in Steel covered over 4 1/2 m shares, compared with the 12m handled on the underlying market.

Dealing in the index options were modest by any recent standard, showing a sharp fall from the relatively high level seen on Tuesday. Overall business index business came to no more than 4,329 contracts, comprising 2,852 calls and 1,477 puts. The index itself gained 1.7 points on the day to 2,033, helped by a mild upward drag from the London International Futures contract in it, which showed a modest premium over fair value.

Trading in the FT-SE 100 index continued to run under the spell of the clutch of inflation news coming out at the end of the week from the UK and the US, along with the monthly US overseas trade deficit figures.

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Table showing London Traded Options: Calls, Puts, and various stock options.

ACTUARIAL SHARE INDICES

These indices are the joint compilation of the Financial Times, the Institute of Actuaries and the Faculty of Actuaries

Table showing Equity Groups and Sub-sections: CAPITAL GOODS, BUILDING MATERIALS, ELECTRONICS, etc.

FIXED INTEREST

Table showing Average Gross Redemption Yields for various fixed interest instruments.

Actuarial Index 2041.3, 10 am 2042.6, 11 am 2037.4, Noon 2034.0, 1 pm 2034.0, 2 pm 2033.6, 3 pm 2035.3, 4 pm 2034.0, 4.05 pm 2033.0



UK COMPANY NEWS

No evidence of consumers trading down to cheaper products  
**Tesco pleases City with £276m**

By Maggie Urry

TESCO, the food retail group, is suffering no ill-effects from the squeeze on consumer spending, Sir Ian MacLaurin, chairman, said yesterday.

He announced that pre-tax profits in the year to February 26 had risen over 22 per cent to £276m, at the top end of analysts' expectations. The shares rose 5p to close at 159p.

Sir Ian, and Mr David Malpas, managing director, admitted some surprise that consumers had not traded down to cheaper products, but said that spending on food had become a smaller proportion of most people's budgets and the last area people were prepared to cut back. Mr Malpas said that even in economically depressed areas Tesco operated successfully.

Sir Ian said: "turnover in the first few weeks of the current year continues to be very satisfactory. It was 'extremely pleased' with last year's figures. Sales, after a dull summer, had picked up around

Christmas and continued well. Currently sales in like-for-like stores were running 6 per cent up, against 5 per cent in the last financial year, with inflation for the group's products at about 4 per cent.

Overall turnover, excluding VAT, rose by 14.5 per cent to £4.72bn, and operating margins were up from 5.3 per cent to 5.9 per cent. Sir Ian said the increase in margins was due to the performance of "conforming" superstores - the large modern stores offering the up-to-date Tesco "package". Tesco has 126 of these out of a total of 372 stores.

These stores were showing sales gains of 10 per cent and achieve an operating margin of around 8 per cent. About half of group sales are made through the conforming stores, and this percentage would rise as new stores open.

The recommended final dividend is raised to 9p making 15p for the year - an increase of 20 per cent.

On its mainstream life and pensions business, where profits continued their upward growth with a 13 per cent increase to £49.2m, Pearl participated fully in last year's pension sales boom, writing three times the amount of business written in the previous year.

Indeed the group captured 10 per cent of the new personal pension market, having issued 120,000 proposals in the nine months since these contracts first became available on July 1 1988.

This offset a decline in unit-linked sales, with investor confidence hit by the 1987 stock market crash, and a fall in industrial life business following the introduction of the stringent requirements of the financial services regulations.

Pearl's non-life business showed a strong recovery last year, thanks mainly to favourable weather. Profits rose from a virtual break-even position in 1987 to £14.7m last year.

Mr Elinor Holland, chairman, reported that FIA now has a 13 per cent holding in the group.

He also indicated that the group was looking at expanding its marketing and distribution channels beyond its traditional field force into direct marketing, media advertising and through independent financial advisers, starting with the promoting of its unit trusts. A new investment product is being launched shortly.

● COMMENT  
Pearl's results were somewhat better than expected by the market, thanks to a very strong recovery in its, mainly domestic, general insurance business. The group's actuary is still maintaining the traditionally cautious approach to unlocking surplus from the life funds and life profits were below expectations. Continued growth from life profits can be expected this year with 1988's pensions business starting to produce profits. The general insurance operations should maintain profits unless Autumn weather in the UK becomes extremely adverse. The share price fall of 1p to 415p, leading to a yield of 4.2 per cent on a prospective dividend of 17.5p, sums up the market reaction and assessment of Pearl's prospects.



Sir Ian MacLaurin: pushing hard on 'green' products, planned in the current year. Even so net borrowings fell by £51m to £216m.

Sir Ian said the group was improving pay deals to staff, particularly for young staff in the anticipation of labour shortages. However, Mr David Reid, finance director, said that productivity gains would mean that staff costs would not rise significantly as a percentage of sales.

The pre-tax profit figure included property sales profits of £10.7m (£6.6m) and is after net interest receivable of £2.4m (£15.3m). The group had decided to provide for extra interest which might become payable on its convertible bond issue which cost £5.8m (£3m). Employee profit sharing took £13.8m (£10.7m).

After a tax charge of 32.5 per cent (33.3 per cent), earnings per share on a fully diluted basis, and excluding property profits, were 11.22p, up 17.2 per cent. The final dividend is raised to 9p, giving a total for the year of 3.5p, up 22.6 per cent.

See Lex

DTI looks into shares of three companies

By Ray Bashford

THE Department of Trade and Industry is investigating trading in the shares of Mersey Docks and Harbour Company, Metal Closures and Winchmore, Mr Francis Maude, the Minister for Corporate Affairs, announced yesterday.

The inquiry is being carried out by Mr David Evan and Mr Brian Worth who last July were appointed to investigate Francis Industries, F.H. Lloyd and James Neill Holdings which have been linked with David Abell, the chairman of Suter, the industrial holding company.

Mr Abell is deputy chairman of Mersey Docks, Suter is a 23 per cent shareholder in Metal Closures, the packaging and printing company, and Mr Abell has owned shares in Winchmore, the engineering group.

The investigation announced yesterday is being carried out under Section 443 of the Companies Act and will focus on determining whether there have been breaches of Section 204 of the Companies Act relating to concert party arrangements.

The same sections of the Companies Act are being used in the investigation announced last July into Francis Industries, F.H. Lloyd and James Neill.

Mersey Docks revealed earlier this week that DTI inspectors had appointed inspectors to probe dealing in the company's shares.

These inquiries are being carried out under a section of the Companies Act relating to insider trading. The company's shares rose dramatically in 1987 in the six week run-up to the July announcement of a major property development in Liverpool.

The DTI yesterday followed usual practice and refused to comment on the statement or confirm the Mersey Docks statement on the insider trading investigation.

Verbal dual at Audio Fidelity

By John Thornhill

THE extraordinary general meeting yesterday held by Audio Fidelity, the consumer products company, was certainly out of the ordinary.

The meeting was called to discuss a proposed seven-for-eight rights issue, but almost immediately it deteriorated into verbal combat between Mr Steven Goldberg, the former managing director of Audio, and Mr Ian Burton, the newly-appointed chairman and former creator of the Hot Gossip dance group.

The two businessmen took over Audio in 1987 but have since spectacularly fallen out with each other, resulting in January in Mr Goldberg's removal from the board.

Mr Goldberg, who still has an 18 per cent stake in Audio, seized the opportunity to ask 11 questions of the board, much to the apparent irritation of Mr Burton.

The questions related to Mr Burton's handling of Samlaco Telecommunications, a lease-making subsidiary, and Captain Billy's Music, Audio's record company. Mr Goldberg also asked the board about accounting irregularities that became public earlier this year.

As to the accounting irregularities, he said that Sky Hayward, Audio's auditor, had quantified a discrepancy of £527,000 and were investigating who was at fault. "We are taking legal advice about what action can be taken against those found to be responsible," he said.

Mr Goldberg said he was dissatisfied with the answers and asserted that Mr Burton was not a suitable person to run a public company. If necessary, he said, he would call a shareholders' meeting to discuss this issue.

About the only thing Mr Goldberg and Mr Burton seemed to agree on was the desirability of the rights issue and in the last five minutes of the meeting the resolution was only passed.

European construction growth boosts RMC

By Andrew Taylor, Construction Correspondent

RMC GROUP, the world's biggest producer of ready-mixed concrete, last year increased pre-tax profits by 37 per cent to £205.9m. The rise reflected increases in construction output in most leading European countries where the British group operates.

The only markets to show flat or a slight decline in profits last year were the US and Austria, said Mr Jim Owen, RMC's managing director.

The group produced more than 30m cubic metres of concrete last year, enough it said to build four ring roads around London.

Sales volume rose by 18 per cent in the UK by more than 14 per cent in France and by just under 4 per cent in West Germany. Margins in West Germany also improved significantly.

Group turnover during the 12 months to the end of December rose by 15 per cent to £2,066m. Profits would have been 26m higher but for adverse exchange movements, said Mr Owen.

The biggest profits increase occurred in the UK, Europe's second fastest growing construction market last year

after Spain, where RMC also has a small but expanding concrete and aggregates business.

UK profits from RMC rose by almost 50 per cent last year to £127.5m. Sales increased by more than a quarter to just under £1bn.

West German profits rose by 21 per cent to £32.1m. The increase was 33 per cent before translation into sterling, said Mr John Camden, RMC's chairman, who helped found the group's German subsidiary.

RMC is Germany's biggest concrete producer with about 17 per cent of the local market. It said West German construction output had improved since housebuilding reached its low point in the mid 1980s.

RMC is also the largest wholly-owned producer of concrete in France. It said sales and profits from France were expected to increase this year following a series of recent small acquisitions.

It acquired a further 17 ready-mixed concrete plants and two more quarries in France last year.

RMC said it expected profits to remain flat in the US where construction output was forecast to fall by about 5 per cent

this year. The market was particularly difficult for ready-mixed concrete in Atlanta, Georgia, where one of RMC's major competitors was Blue Circle, Britain's biggest cement manufacturer. Blue Circle is due to publish its annual results today.

RMC said the UK market was expected to remain very strong but sales growth would not be at last year's heady pace. Mr Camden said sales of concrete and aggregates during the first three months of this year were about 5 per cent to 6 per cent higher than during the first three months of 1988.

Worldwide profits from ready-mixed concrete and aggregates rose from £106.6m to £152.3m. Profits from concrete products, cement and lime, used among others by the West German steel and chemical industries, rose from £28.2m to £50.4m.

Merchandising, do-it-yourself waste disposal, security and leisure businesses in the UK increased operating profits from £20.5m to £28.2m.

A final dividend of 9.5p (7.5p) makes a total of 14.5 (11p) for the year.

See Lex

Pearl up 40% in spite of relocation costs

By Eric Short

PEARL GROUP paid out £7.5m in 1988 to meet costs so far incurred in its relocation to Peterborough. And relocation costs this year could be at least twice as much as the redundancy programmes get under way.

Nevertheless, the group reported a near 40 per cent rise in after-tax profits for 1988 from £21m to £29.2m, thanks to continued good life profits and a strong recovery in its general

insurance business. Earnings per share rose from 17.2p to 23.2p.

The recommended final dividend is raised to 9p making 15p for the year - an increase of 20 per cent.

On its mainstream life and pensions business, where profits continued their upward growth with a 13 per cent increase to £49.2m, Pearl participated fully in last year's pension sales boom, writing

three times the amount of business written in the previous year.

Indeed the group captured 10 per cent of the new personal pension market, having issued 120,000 proposals in the nine months since these contracts first became available on July 1 1988.

This offset a decline in unit-linked sales, with investor confidence hit by the 1987 stock market crash, and a fall in industrial life business following the introduction of the stringent requirements of the financial services regulations.

Pearl's non-life business showed a strong recovery last year, thanks mainly to favourable weather. Profits rose from a virtual break-even position in 1987 to £14.7m last year.

Mr Elinor Holland, chairman, reported that FIA now has a 13 per cent holding in the group.

He also indicated that the group was looking at expanding its marketing and distribution channels beyond its traditional field force into direct

marketing, media advertising and through independent financial advisers, starting with the promoting of its unit trusts. A new investment product is being launched shortly.

● COMMENT  
Pearl's results were somewhat better than expected by the market, thanks to a very strong recovery in its, mainly domestic, general insurance business. The group's actuary is still maintaining the traditionally cautious approach to unlocking surplus from the life funds and life profits were below expectations. Continued growth from life profits can be expected this year with 1988's pensions business starting to produce profits. The general insurance operations should maintain profits unless Autumn weather in the UK becomes extremely adverse. The share price fall of 1p to 415p, leading to a yield of 4.2 per cent on a prospective dividend of 17.5p, sums up the market reaction and assessment of Pearl's prospects.

Hillsdown seeks guidance

By Nikki Tait

KLEINWORT BENSON, advisers to Hillsdown Holdings, yesterday confirmed that they had asked the Takeover Panel for guidance on whether the food, furniture and property group is bound by the normal three-week deadline following Monopolies and Mergers Commission investigations, should it wish to bid for Pittard Garnar, the leather company. The Panel has yet to

respond.

The situation is unusual in that Hillsdown never made a bid for Pittard, but asked the MMC to conduct an investigation into any potential increase in its 16.5 per cent holding.

The request was made in the light of the refusal of a 241m bid for Pittard from Strong & Fisher. Both inquiries resulted in clearance from the MMC.

Hewden Stuart up to £28.27m

By John Fiddling

CONTINUED STRONG demand across its businesses boosted taxable profits at Hewden Stuart, the Glasgow-based plant hire group, to £28.27m for 1988, an increase of 62 per cent.

Turnover, at £201m, showed an increase of 30 per cent. Earnings per share, fully diluted, rose from 8.53p to 13.15p and the proposed final dividend is 2p giving a total for the year of 2.75p (2.94p).

Sir Matthew Goodwin, chairman, described the results as "marvellous".

The hire operations division, which generates the bulk of group profits, experienced a significant increase in demand in the Midlands and the north. The merchandising division, benefiting from improved mar-

gins and sales, reported profits 61 per cent higher at £3.8m.

● COMMENT  
Hewden's results will analyse only competitors and analysts; the latter having repeatedly upped forecasts from beginning of year estimates of £22m only to be beaten by the final tally. The story behind the impressive performance is fairly simple - strong markets, good management, high capital expenditure, the increased sub-contracting within the construction industry - and does not need to be buttressed by consideration of another warm winter. Of the relevant factors only the first contains a question mark for the foreseeable future in that any marked

slowdown in economic activity must ultimately affect Hewden, as it did in 1981. But 1988 certainly looks promising and there is as yet little ground for pessimism beyond that. With 34,000 active accounts at the last count, including most of the blue-chip companies, the group has a business customer spread to match its geographic one and has a relatively low exposure to the housing market. More immediately, the high levels of capital expenditure have positioned it well to benefit from the lively markets north from the Midlands. Overall profits in the region of £36m can be expected, which on the basis of today's share price of 145p, up 2p, gives a multiple of 8.5.

See Lex

Rumour lifts Gold Fields' share price

By Kenneth Gooding, Mining Correspondent

A false rumour that a New York court had removed the injunction which stops Minorco, the South African-controlled investment company, buying any more shares in Consolidated Gold Fields, the UK diversified mining group, yesterday sent Gold Fields' share price sharply upwards briefly.

It jumped from £18.20 to £13.70 before settling back to close at £13.53 after Judge Michael Minkasey denied he had lifted the injunction. The judge is currently attending a seminar and will not be back in court until next Monday.

Meanwhile, the war of words between Gold Fields and Minorco continued.

DIVIDENDS ANNOUNCED					
	Current payment	Date of payment	Corres - Total pooling dividend	Total for year	Total last year
Addison Consult	0.9		1.9*	1.4	2.6*
American Dist	2.25	July 3		2.25	-
Aggregates Group	2	July 3		2	3
Avia Europe	74	July 6		74	6
Carlson St Irvis	51	June 6	4	55	8
Comellis	61		5.5	66.5	8
Dowling & Mills	0.81	May 19	0.71	1.52	2.0
Fawcett	36	July 3	7.1	43.1	10.6
Key (Norman)	1.5	July 3	1.1	2.6	1.6*
Heitner	1.24	July 1	1.13	2.37	1.63
Hewden Stuart	2	July 14	1.4375	3.4375	2.04*
Higgs and Hill	5	June 6	6	11	9
Jacobs (William)	1.1	July 4	0.9	2	1.7
Mecca Leisure	1.2		2.15	3.35	7.5
Neelker Group	6.85			6.85	9.8
Pearl Group	9	June 14	7.5	16.5	12.5
Polly Peck Int	57*	Aug 4	5.104*	62.21*	6.5625*
RMC Group	9.9	May 25	7.5	17.4	11
Smiths Inds	3.25	June 9	2.25	5.5	7.5
Yellon Holdings	51	June 5	3	54	5
Tesco	2.325*	July 9	1.85	4.175	2.85

Dividends shown pence per share net except where otherwise stated. \*Equivalent after allowing for scrip issue. †On capital increased by rights and/or acquisition issues. ‡SUSM stock. §Unquoted stock. ¶Third market. \*Carries scrip option. †For 15 months. ‡For 16 months. ††Paid prior to demerger of Michael Page Group. ‡Canadian currency throughout.

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Honeypot Lane  
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13 April 1989

Dear Fred

You'll never believe it! Those ad people have just told me that our Bumble Bee logo is in fact a wasp. I told them that's how we asked for our Bumble Bee to be designed. That stumped them!

The good news is the completion of India House, the first major redevelopment within the Area. This has meant that we have 140 new residential units in the centre of Manchester and what's more the tenancy of each one has been assured.

Of course many more projects are underway. One of the most notable is the redevelopment of the Refuge Building, the former headquarters of the Refuge Assurance Company creating an office and business centre. This development will offer flexible leases on various sizes of units, and we are encouraging the creation of a high technology business park on the land at the rear of the building.

Another very exciting development is The Piccadilly Village. The Village is being developed around the warehouses, canals and basins of Ancoats, creating a new community of houses, offices, shops, public houses and restaurants.

There is one other scheme which I'm sure will interest you. Do you remember Castle Quays? Well, the Manchester Ship Canal Company is developing a mixed fashion and design centre on the site. I think this is one for the whole family! However, don't mention anything about it to your bank manager as I did the other day. It was very odd, his face went absolutely white and as he fell to the ground all I could hear him say was something about closing our joint account!

Yours ever  
Jimmy

James Grigor  
Chairman

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	1988	1987	
Profit before tax	£4.9M	£4.1M	+18.7%
Earnings per share	79.7p	65.6p	+21.5%
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1988 was another healthy year for Ash & Lacy. Return on shareholders' funds is at a record high.

David Fletcher  
Chairman

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UK COMPANY NEWS

Friendliness pops up in international corporate affairs

Getting the structure correct was essential. Philip Coggan reports

THE COURSE of true corporate love never did run smooth. Merging together two companies the size of SmithKline Beckman and Beecham involves far more than just deciding that the businesses complement each other.

The structure of the combined group is vital in overcoming regulatory and legal problems and in persuading shareholders of both companies they are receiving maximum value, allowing for tax.

Friendly international mergers on the scale of the SmithKline/Beecham tie-up are still comparatively rare. When two parties and their advisers sat down to discuss how the combined company should be established, the most obvious examples were the Anglo-Dutch combines Unilever and Royal Dutch/Shell.

But those groups are essentially structured as two separate operating businesses with a small holding company. If SmithKline Beecham was to achieve real synergistic benefits, such a divided structure would be inappropriate.

Both sides are keen to argue that this is a merger, not a takeover, and a completely new company seemed to be the most convincing way of demonstrating the fact. Thus the decision to use "SmithKline Beecham" as the takeover vehicle, rather than have one company formally absorb the other.

The choice of location revolved around three options: the UK, the US and some "neutral" country. A third country was quickly ruled out as it was likely to complicate the tax positions of investors in both the UK and the US.

The end of the UK was chosen - perhaps because Beecham was effectively the stronger partner of the two, perhaps because the deal would be easier to sell to UK institutional investors; perhaps because of easier merger accounting treatment; perhaps because it kept the merged group within the confines of the European Community.

The principle behind the financial structure of the deal is to divide the new group's equity equally between SmithKline and Beecham shareholders. Unfortunately, the issue was complicated by the different tax needs of UK and US investors and by the desire of both companies to make disposals before the merger.

Under UK law, tax is automatically deducted from the dividend payment before it is sent to the investor. In the US, dividends are paid gross and investors taxed on the proceeds.

If dividends were paid straight from the UK to the US, American investors would initially receive the net payment, after UK tax; they could claim part of that back under double taxation treaties; then they would pay US tax on the proceeds.

So the decision was taken to create two classes of shares - the A shares would be offered to Beecham holders and would be conventional ordinary shares. The B shares, which would be offered to SmithKline holders would have a preference share attached in a so-called "stapled unit", which could not be split and traded separately.

The dividend payment on the preference share would be set at a level so that the effective income streams from the A and B shares would be the same. Also, both sets of shares would have equal rights.

Although the two sets of shareholders will each end up with 50 per cent of SmithKline Beecham, the value of the remuneration packages will not be the same. Beecham shareholders will receive loan stock, which since it is underwritten, can quickly be exchanged for cash.

SmithKline investors will receive allocations of shares in Allergan and Beckman Instruments, the two companies that are being spun off from SmithKline.

The uncertain financial effects of the spin-outs makes putting a value on the deal for SmithKline shareholders so difficult - although analysts were guessing at \$62.50 to \$64.50 per share yesterday.

Mr Bob Bauman, the Beecham chairman who will be chief executive of the merged group, was keen to emphasise that the disposals were not designed to avoid monopoly difficulties, although the deal obviously faces approval under both US Hart-Scott-Rodino and UK Monopolies Commission rules.

The main regulatory problem, besides tax, was accounting. UK GAAP is relatively straightforward in its treatment of mergers but there will still be the question of how to present the combined group's figures in the US under its accounting rules.

Given the current enthusiasm for cross-border corporate links, there will be more than one major company watching to see whether the two companies' sets of advisers (Kleinwort Benson and Wagerstein Partners for Beecham; Goldman Sachs and JP Morgan for SmithKline) have successfully surmounted all the technical problems.

Given these considerations, analysts said that CGS was probably adopting a long-term strategy in the hope that institutional support for Sema may weaken.

Analysts were also puzzled by the timing of the move given that the shares were just over 250p in the middle of January. They were also impressed by the fact that a 10 per cent premium apparently failed to win the desired 4.5 per cent.

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The right chemistry to create a global force

Peter Marsh examines the proposed merger between Beecham and SmithKline Beckman

YESTERDAY'S merger agreement between Beecham of the UK and SmithKline Beckman of the US should produce "a major global force" in the healthcare industry, said Mr Bob Bauman, chief executive-designate of the new combined company.



Bob Bauman (left) and Hugh Colman

SmithKline Beecham, as the new company will be called, will have annual sales of about \$3.7bn, split roughly equally between prescription pharmaceuticals and general healthcare products.

The latter encompasses non-prescription or over-the-counter (OTC) medicines, animal health products, laboratory services and health-related consumer products including toiletries.

Under yesterday's agreement, which is subject to shareholder approval but which executives involved in the negotiations hope will be ratified by the summer, Mr Bauman will be responsible for the day-to-day operations of the new company.

Mr Bauman, a 58-year-old American, is currently chairman of Beecham, a job he took up nearly three years ago after a career mainly in marketing jobs in the US. He is credited with having achieved a turnaround at the British company, which encountered difficulties in the early 1980s.

Mr Henry Wendt, currently chairman of SmithKline Beckman, is to become chairman of the merged group. He will have a largely supervisory role.

As well as Mr Bauman and Mr Wendt, three others of the seven-strong upper management of the new group will be American, although it will have its headquarters in London. Beecham is providing four of the seven, with three from the US company. Mr Hugh Colman, finance director of Beecham, will become finance director of the new company.

As part of yesterday's announcement, Beecham said its estimated pre-tax profit for the year to March 31 was about \$495m, a 17 per cent increase on the \$419m made the previous year. This profit figure was arrived at on the basis of unaudited accounts for the 46 weeks ending February 17. Beecham is not due to produce its final figures for 1988 until June.

Earnings per share were, on this basis, roughly 33.7p (33.3p). Beecham also announced a second interim dividend of 9.7p per ordinary share, making a total dividend for the year of 16p. The dividend in 1988 was 14.3p.

Mr Bauman said he was confident the merged company would quickly produce financial results better than either of the two groups could attain separately. "We have a tremendous opportunity to learn from each other. The personal chemistry is right."

The new company will be the second biggest in the world's \$120bn-a-year prescription drugs business, after Merck of the US. It will also occupy number two position in the OTC industry, which is worth \$20bn a year and in which the top company is American Home Products.

SmithKline Beecham will become the fourth biggest business in the \$7.5bn-a-year animal health products sector. The leading companies in this field are Hoffmann-La Roche of Switzerland, France's Rhône-Poulenc and Pfizer of the US.

The existing operations of SmithKline and Beecham in scientific instruments, eyecare and cosmetics will not, under yesterday's plan, form part of the new combined group. These activities are either to be sold to outsiders or spun off to shareholders.

Unilever, the Anglo-Dutch foods and chemicals group, is thought to be a leading contender to buy the Beecham cosmetics business, which is reckoned to be worth about \$500m.

Mr Bauman said yesterday the new group would achieve considerable economies of scale by putting together the research and development (R&D) and marketing staffs of the two separate companies.

There would be some 5,000 people in pharmaceuticals R&D, with an annual budget of about \$300m, putting the new group in the top five in the industry in research spending.

A combination of the two companies' marketing forces would give a total of 6,000 pharmaceutical salesmen. Of these people, whose main job is to convince doctors of the value of their company's products, 2,800 will be in Europe, 1,000 in the US and 500 in Japan.

Mr John Chappell, who is to become chairman of the prescription-pharmaceuticals division of the new company and who is currently head of SmithKline Beckman's drug business, said he "felt wonderful" about the prospects for the merged group.

It emerged yesterday that Mr Bauman and Mr Wendt started serious merger talks soon after the two men met for the first time last summer.

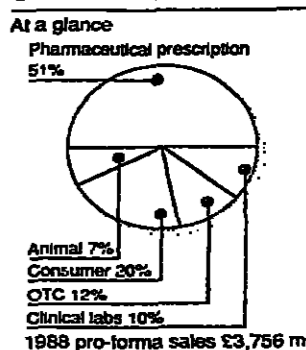
They had met initially to discuss cross-licensing of each other's products. But then both sides realised they could gain from a more formal combination, executives said yesterday.

Mr Chappell denied yesterday that SmithKline's interest in the merger had been prompted by the rumoured threat in recent months of a rival drugs company mounting a takeover bid for SmithKline.

In the past two years, many drugs industry observers have criticised what they see as SmithKline's lacklustre commercial performance. Much of this has concerned lower-than-expected sales of Tagamet, a SmithKline ulcer drug which in the early 1980s had been thought of as one of the drug industry's most exciting products.

Mr Chappell said the criticism had not necessarily been unjust but that Tagamet was still a very good product for the merged group.

SmithKline Beecham



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Who says  
1988 didn't finish  
sunny side up?

In a year of mixed fortunes for some, 1988 has finished on a high note for Sun Life. The annual results prove as much. Total profit after tax from our three life companies is up an impressive 276% to £23.6 million. Again, the surplus from Sun Life Assurance Society provided the biggest contribution: a 23% increase to £12.2 million. Sun Life Pensions Management, however, has an unchanged surplus of £3.2 million due to the inevitable strains associated with the huge rush of new business written in 1988. On the other hand, the surplus of Sun Life Unit Assurance, our unit-linked life subsidiary, is up to £3.2 million from £1.3 million in 1987.

It would have been a brilliant year all-round had it not been for the difficult investment climate of 1988 casting a shadow over the unit trust industry as a whole. Along with many others, Sun Life Trust Management experienced difficulties, but positive action has been taken and things are brightening up already. So, for the most part, a very sunny picture. The overall effect is that profit on ordinary activities after tax is up 11% to £23.2 million. And out of that net profit we have been able to raise dividends for the year by 15%. The future looks bright too, with plans to expand into

continental Europe advanced by our strategic linkage with UAR, one of Europe's largest insurance companies. Along with dividends and post-tax profits, there are two other bright spots which can't be ignored. The distribution of bonuses to policyholders is at a remarkable £174 million, yet another record, and up by 22% on 1987. Lastly, funds under management at the end of 1988 stand at £6.7 billion, an excellent rise of 16%. So yes, all in all we think we can say that 1988 finished sunny side up for Sun Life and we have every reason to be optimistic for 1989.



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TECHNOLOGY

After many false dawns, videoconferencing — holding meetings — holding people in separate locations linked by television — seems at last to be taking off as a serious commercial activity.

Although British Telecom has offered a service — in the form of a network of public studios — since the early 1970s, UK companies have been put off by the high cost and cumbersome equipment. Videoconferencing has also suffered from the reluctance of business people to change their habits and, ironically, from its reputation as an emergent technology which has never emerged.

That image is now out of date, according to Roger Turkington, BT's videoconferencing business manager. He says that the volume of business has doubled every year since 1985, when companies started to install in-house videoconferencing facilities.

This year BT — which has more than 80 per cent of the UK market — will make about £5m from transmitting videoconferencing on its network and a further £5m from selling equipment and studios. Thirty companies have installed a total of 100 videoconferencing studios in the UK.

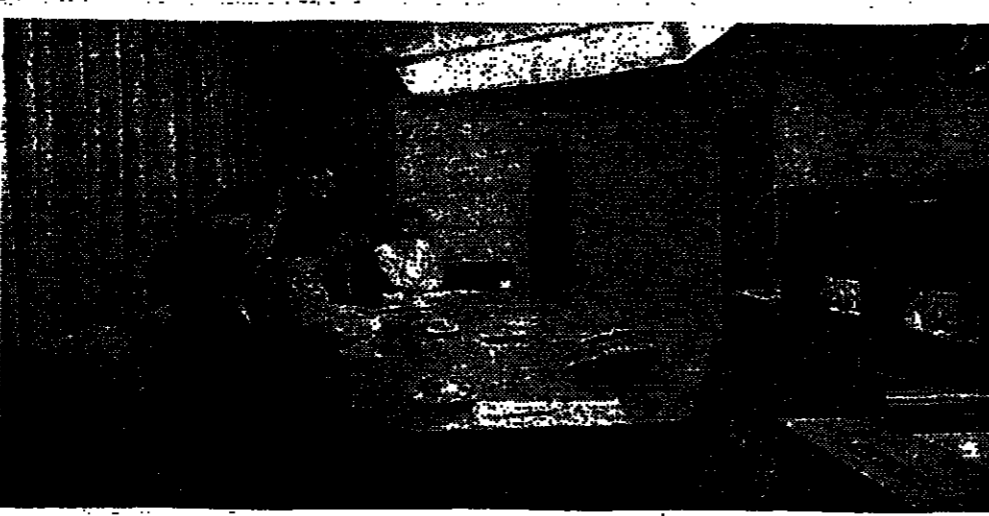
The rest of Europe has about 400 studios, according to Steve Timms, a telecommunications specialist with Ovum, the London-based consultancy. Growth has been faster in the US, where there are 1,200 studios.

Participants in a videoconference can not only hear and see each other simultaneously but also display documents, technical drawings, computer graphics or products. The main benefit is to make face-to-face meetings possible while avoiding the high costs, inconvenience, stress and wasted time involved in travel.

There are now videoconferencing users in all sectors of the economy. Most are large manufacturing and service companies. The two exceptions in the UK are firms of solicitors: Bird, Smalley Fyfe Ireland has studios in its Edinburgh and Glasgow offices and Freeman & Co is the country's oldest regular videoconferencing link — covering 380 metres between Cheapside and the Lloyd's Building in the City of London.

BP, in contrast, has one of the largest and most widespread international video networks, with four studios in the UK and four in the US.

Ford holds regular three-way videoconferences between its UK engineering centre in Dutton, its West German manufac-



A standard videoconference room installed by British Telecom

# The changing face of corporate meetings

The hassle of travel is opening company minds to videoconferencing. Clive Cookson reports

using centre in Cologne and its US headquarters in Detroit.

On one occasion, 40 senior managers met to discuss how West German exhaust emission regulations would affect production. Scheduling a meeting between so many managers would have been virtually impossible without videoconferencing, and the company estimates that two weeks' production time was saved.

Mergers sometimes encourage videoconferencing. For example, the Nationwide and Anglia building societies set up a link in anticipation of their union in 1987. The conference rooms in London, Swindon and Northampton are used for 15 to 20 meetings a week.

The technical heart of videoconferencing is the "codec" (coder and decoder). This digitises the video signals and compresses them so that they can be transmitted on the international digital telecommunications network.

A standard television broadcast, with a transmission rate of 140 megabits per second (Mbit/s), takes up far too much network capacity to be used routinely for videoconferences. The codec contains a computer which squeezes redundant information out of the signals

by a technique called "conditional replenishment". All codecs in use today operate at 2 Mbit/s or less.

To achieve this, the system transmits only those parts of the picture which change from one frame to the next. When the cameras are fixed in one position — as in a videoconference studio — the background remains constant and can be stored in the codec without having to be retransmitted.

Less than half of the 2 Mbit/s ceiling is needed to give good quality pictures for meetings of up to six people in each studio, so long as the participants do not get too excited and start jumping up and down. The rate most commonly used in Europe is 768 kilobits per second (Kbit/s).

When there is only one person at each end, the transmission rate can be reduced further. Compression Labs Inc (CLI), the leading US supplier of videoconferencing equipment, sells a codec for personal videophones operating at only 56 Kbit/s — the same rate as a digital voice line.

Two companies — CLI and the UK joint venture GBC Plessey Telecommunications (GPT) — dominate the global market. Their products work to differ-

ent standards and cannot interconnect. CLI developed proprietary standards at its laboratories in California, whereas GPT follows a European standard based largely on research work at British Telecom's Martlesham laboratory.

At present, almost all videoconferences take place between different sites within the same company. Because so little video communication takes place between companies, Timms says that the absence of a common standard has not so far held up growth.

For the future, the rival manufacturers are in the process of setting a world standard for the next generation of videoconferencing equipment, under the auspices of the Consultative Committee on International Telephony and Telegraphy (CCITT). The new standard will cover codecs from 64 Kbit/s to 2 Mbit/s. It is due to be completed in October and to take effect in July 1990.

Eventually it will enable users to interconnect anything from a personal videophone to a large-scale videoconference system, using the international digital communications network, says Norman Stillson, technical manager of GPT Video Systems. "It will estab-

lish a global network of dial-up video systems."

Although the costs of video equipment and transmission have fallen over the past three years, videoconferencing still requires a substantial investment. British Telecom charges about £150,000 to set up two videoconferencing rooms, including furniture and equipment.

The transmission costs depend on distance. A typical customer might lease a Megastream (2 Mbit/s) line from London to Edinburgh for £100,000 a year and use about one third of its capacity for videoconferencing and the remaining two thirds for transmitting computer data.

International videoconferencing is more expensive, of course. BOC, the multinational industrial gases and health care group, which is setting up a permanent videoconferencing link between its UK and US headquarters, expects to spend £1m in the first year and £½m a year subsequently.

On a typical day, two or three BOC employees cross the Atlantic on business. "We're sick and tired of spending two days travelling to do something that should take two hours," says Deb Chatterji, the company's vice president for technology.

Even so, Paul Bosonnet, BOC deputy chairman, says that the link cannot be justified financially in terms of direct savings in time and travel costs. But he expects substantial indirect benefits from more rapid and better informed corporate decisions.

The facility will be used by both senior managers and technical staff (who will hold transatlantic meetings to discuss detailed engineering plans for new plants).

BOC tried out videoconferencing by holding a meeting of the board's executive committee with half the members in London and half in New York.

At first, says Bosonnet, they felt very conscious of the cameras and microphones. They tended to shout and to look at their own images on the monitor screens. "But after about 15 minutes we settled down and had a normal meeting."

This experience is typical of people taking part in their first videoconference. Other users say that they grew accustomed to the technology very quickly. They forget that neither the sound nor the picture quality is quite up to the standard of a good video or television. And they stop making unfavorable mental comparisons between their colleagues and slick television performers.

## Communications for the year 2000

CAMBRIDGE Consultants, the UK technology consultancy, is leading a European consortium of eight users and makers of mobile communications in a programme designed to examine what user needs will be for sending speech, data, pictures and video by the year 2000.

The work, costing £10m, is being funded 50:50 by the European Commission and the participants. It forms part of the EC's Race initiative (research into advanced communications for Europe).

The participants will be examining four areas. For example, the British Broadcasting Corporation and TWT, the Paris telecommunications subsidiary of Philips, will examine the communications needs of broadcasting and the emergency services in response to an accident or disaster. The challenge is to rapidly establish links that can carry large amounts of information.

DHL Worldwide Express of Brussels, the courier service, will work with Philips Radio Communications Systems to improve courier operations. One objective will be to facilitate the exchange of scheduling information using data links and perhaps video, as well as giving distribution centres more control over operations.

Radio support systems for public utilities will be examined by the UK Electricity Council Research Centre and the French telecoms company Alcatel. Although the utilities already use mobile radio extensively, the partnership will concentrate on the problems of sending text and graphics to people on the move.

The fourth group is German Railways and AEG Olympia. It will try to improve communications for both passengers and crews on moving trains.



## WORTH WATCHING

Edited by Geoffrey Chartish

and offers the caller a choice of two or three-word phrases with which he or she can pursue an inquiry. In response, the system will extract appropriate passages from up to 30 minutes of digitised speech held on 12 megabytes of hard disk.

Vocalist can recognise up to 100 words and because they are spoken only two or three at a time, the system does not have to be "trained" to respond to a specific user.

It can work on a "tree and branch" basis, allowing the user to obtain more detailed information. For example, a caller might be given an initial choice of theatre, cinema or concert hall.

Choosing the last, he might then be offered a city's three main halls. Selecting one, he would then have the programme read over to him.

At £2,000, the system is mainly intended to provide an interactive public information service. But Sefer believes that it will also be attractive as a computer-based telephone answering system that does not rely on tape, delivers personalised messages and stores answers on hard disk.

## A smart rate of growth

THE 1988 Smart Card Annual, just published, forecasts that there will be 200m integrated circuit (IC) cards in circulation throughout the world in 1995 and that 80 per cent of them will be IC memory cards. The remainder will be smart cards — memory cards with processors.

Over the period, this signifies an average annual growth rate of 39 per cent for IC cards. The £2,195 report covers most aspects of the subject, including laser-optical cards.

## Sticking to the ownership trail

A NEW UK company, Tagit Systems of Isleworth, has launched a marking system that protects domestic and industrial items against theft.

An aluminium label is used with an adhesive which the company claims makes it impossible to remove, except with a chisel or angle grinder. But, says Tagit, that would mark the underlying case or cabinet to such an extent that its resale value would be severely reduced and it would look suspicious. A second label could also be concealed inside the item.

Tagit goes beyond conventional marking. Each label has a unique number which is recorded in a computer databank with a description. This means that if the property is recovered, the registered owner can be rapidly established.

The majority of stolen property is never returned because of the difficulty of tracing the owner. This link, says the company, can now be established by phone in minutes.

A domestic Tagit package of 20 numbered labels, with instructions, logging form and database entry, costs £27.50.

## Joint drive in erasable disks

A JOINT venture company, called Maxoptix Corporation, has been formed by Maxtor, the Californian data storage specialist, and Kubota, a Japanese manufacturing company.

The new company will develop erasable optical disk drives for data storage. Kubota will make the devices at a location yet to be decided. The Osaka company, which is investing \$12m to acquire a 25 per cent equity share in Maxoptix, will have world manufacturing rights and exclusive rights to sales in Japan.

Maxtor will have exclusive marketing rights in the west and will also be responsible for research and development of optical erasable storage. It reports that its previously announced 5.25 in Tahiti drive has been well received and that production will start in the third quarter of this year.

## A machine that answers inquiries

SEFER, of France, has devised a pair of p-taped circuit boards for an IBM PC, or compatible computer, which turn it into an intelligent answering machine.

Known as Vocalist, the system answers the phone

CONTACTS: Cambridge Consultants: UK, 0222 358525. Sefer: France, 0551 2980. Smart Card Concepts: US, (415) 325 4357. Tagit: London, 568 0032. Maxtor: UK office, 0482 23814.

COMPANY NOTICES

### COMMERZBANK

NOTICE IS HEREBY GIVEN that this year's Annual General Meeting of Commerzbank AG will be held in Düsseldorf on May 30, 1989.

AGENDA (abridged version)

- To consider the Bank's established Annual Accounts, the Report of its Managing Directors on the Bank's Performance, the Report of its Supervisory Board, together with the Consolidated Annual Accounts and the Group Report, for the year ended December 31, 1988.
- To approve the payment of a dividend of DM 9 per DM 50 nominal share, thereby also approving a payment to the holders of the Bank's profit-sharing certificates of 9.75% of the latter's face value.
- To approve the actions of the Board of Managing Directors during the financial year 1988.
- To approve the actions of the Supervisory Board during the financial year 1988.
- To authorize the agreements with affiliated enterprises (affiliation agreements) that the Commerzbank has concluded with several subsidiaries and affiliates (private limited liability companies).
- To appoint Treuarbeit as the auditors for the financial year 1989.

Shareholders in the United Kingdom who wish to attend and vote at the Annual General Meeting should inform either the London Branch of Commerzbank AG at 10/11 Austin Friars, London EC2N 2HE, or S.G. Warburg & Co. Ltd., 2 Finsbury Avenue, London EC2M 2PA, who will make the necessary arrangements. Such notice should be given by May 16, 1989.

Copies of the German version of Commerzbank's 1988 Annual Report will be available shortly from both Commerzbank and S.G. Warburg. The English version is currently being prepared.

COMMERZBANK AKTIENGESELLSCHAFT

### HEALTHCARE GLOBAL FUND S.I.C.A.V.

2, boulevard Royal - L-2953 Luxembourg R.C. Luxembourg B-25162

Notice is hereby given to the shareholders, that the ANNUAL GENERAL MEETING of shareholders of HEALTHCARE GLOBAL FUND will be held at the head office of Banque Internationale à Luxembourg, Société Anonyme, 2, boulevard Royal, L-2953 Luxembourg, on Friday, April 21, 1989 at 3.00 p.m. with the following agenda:

- Submission of the report of the Board of Directors;
- Approval of the Statement of Net Assets and of the Statement of Operations as at December 31, 1988;
- Allocation of net results;
- Discharge of the Directors and of the Statutory Auditor with respect of their performance of duties for the year ended December 31, 1988;
- Receipt of and action on nomination of the Directors and of the Auditor;
- Miscellaneous.

The shareholders are advised that no quorum is required for the items on the agenda of the Annual General Meeting and that decisions will be taken on a simple majority of the shares present or represented at the meeting with no restriction.

In order to attend the meeting of April 21, 1989, the owners of bearer shares will have to deposit their shares FIVE clear days before the meeting at the registered office of the Company or with Banque Internationale à Luxembourg, 2 boulevard Royal, L-2953 Luxembourg.

The Board of Directors

### YORKSHIRE BUILDING SOCIETY

£10,000,000 Floating Rate Subordinated Notes due 1999

In accordance with the terms and conditions of the notes, notice is hereby given that for the three months period from April 11, 1989 to October 11, 1989 the notes will carry an interest of 14.018830 per cent (including the margin of 0.75 per cent).

The coupon amount so calculated payable on July 11, 1989 will be £3,494.31 for the denominations of £100,000.

### LEGAL NOTICES

#### JOHN TOON & PARTNERS LIMITED IN RECEIVERSHIP

NOTICE IS HEREBY GIVEN, pursuant to section 48 of the Insolvency Act 1986, that a MEETING of the CREDITORS of the above named company will be held at The Pegasus Hotel, New Street, Birmingham on Thursday 20 April 1989 at 11.00 am for the purpose of having laid before them the statement prepared by the joint administrative receivers in accordance with the said section and, if thought fit, to appoint a receiver.

Creditors whose claims are wholly secured are not entitled to attend or vote at the meeting. Creditors who are partly secured may only vote in respect of the balance of the amount due to them after deducting the value of the security, as estimated by them. A creditor in respect of a debt due on, or secured by, a bill of exchange or promissory note shall treat the liability of any person who is liable on the bill antecedently to the company as a security held by him (unless that other person is subject to a bankruptcy order or in liquidation).

Creditors wishing to vote at the above meeting must lodge a written statement of their claims with the Receivers, 42 Temple Row, Birmingham B2 5JT no later than 12 noon on 19 April 1989. Forms of proxy which, if intended to be used, must also be lodged with us by that time.

DATED this 8th day of April 1989

John F Powell  
Joint Administrative Receiver

### MIDDLE WATERSBRAND (WESTERN AREAS) LIMITED

Reg. No. 05/04/89/03  
Incorporated in the Republic of South Africa

Notice is hereby given that an EXTRAORDINARY GENERAL MEETING of shareholders will be held at the registered office at 2 boulevard Royal, Luxembourg on April 21, 1989 at 3.30 p.m. in order to resolve about the following:

- Amendment of the articles, including amendment of article 3 to insert the word "transferable" before the word "securities" in the first paragraph and to replace the reference to the law of August 25, 1983 by that to the law of March 30, 1988 in the second paragraph, as well as other amendments to articles 8, 11, 12, 13, 17, 20, 22, 23, 25, 27 and 30 required or permitted by the law of March 30, 1988 to adjust the articles to provide for indefinite duration of the life of the Corporation and to make into account certain changes of general company law and to make some further amendments to article 22.
- Any other amendments required by any supervisory authority and/or deemed necessary by the legal adviser of the Corporation.

The shareholders are advised that a quorum of one half of the shares outstanding is required for the holding of the meeting and resolutions will be passed by an affirmative vote of two-thirds of the shares present or represented at such meeting.

In order to attend the meeting of April 21, 1989 the owners of bearer shares will have to deposit their shares FIVE clear days before the meeting at the registered office of the Company or with Banque Internationale à Luxembourg, 2 boulevard Royal, Luxembourg.

The Board of Directors

### LEGAL NOTICES

SELECT SUPPLIES LIMITED

Registered number: 202624  
Trading name: Select Transport  
Nature of business: Light Road Haulage.  
Trade description: 25.  
Date of appointment of joint administrative receivers: 5 April 1989.  
Name of person appointing the joint administrative receivers: Lloyds Bank plc.  
JOHN FREDERICK POWELL and IAN HAPNER  
Joint Administrative Receivers  
(Office holder nos 56 and 156) of Core Duty, Churchill House, Churchill Way, Cardiff.

# FUZZY CHECKED OUT

## THE WORLD BEFORE CHECKING INTO COUNTY DURHAM.

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1st Floor, County Hall, Durham, DL1 1SU  
Telephone 0191 266 4423 Fax 0191 266 4424

PLEASE SEND ME FURTHER INFORMATION

NAME: \_\_\_\_\_  
ADDRESS: \_\_\_\_\_  
TEL: \_\_\_\_\_

**CO. DURHAM DEVELOPMENT COMPANY**  
check us out

### ART GALLERIES

The Lefevre Gallery, 30 Druton Street, London W.1, 01-635-5107. An Exhibition of works by Jean-Baptiste Camille Corot. Fri - Sat April. Mon - Fri 10am - 5pm, Sat 10am - 12.30 pm.



COMMODITIES AND AGRICULTURE

Strong demand pushes tin price above \$10,000

By David Blackwell in London and Wong Sulong in Kuala Lumpur

WORLD TIN prices continued their inexorable rise yesterday. The spot European free market price rose above the \$10,000 a tonne mark in the morning, and ended the day \$300 ahead at \$10,275.50 a tonne.

for 625 tonnes, while offers for sale amounted to 40 tonnes. At 27 ringgit, there were bids for 170 tonnes and offers for 73. At 27.17 ringgit, bids and offers were matched at 113 tonnes.

BHP oil find lifts Timor Sea prospects

By Bruce Jacques in Sydney

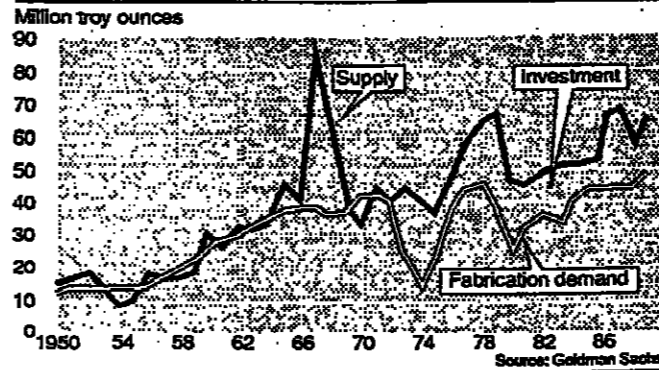
BROKEN Hill Proprietary has improved the prospects of the Timor Sea, Australia's only important new oil frontier, with the largest oil find in the area.

Gold unlikely to glitter in 1989

Kenneth Gooding on a report which foresees no short-term upturn

THE GOLD price weakness last year and, so far, in 1989 is not the beginning of a major cyclical downturn but should be viewed as an intermission in the rally that began in 1985 which should be expected to resume, with vigour, in the next few years.

Gold supply / demand balance



Musschenbroek, the precious metals research and consulting group which produced the report, says that the gold market is expected to be in the absence of strong investor demand, it says.

not be expected until inflation and interest rates increase sufficiently to threaten US expansion, the review suggests. It goes on to contest the idea that gold prices no longer react to political events.

Zimbabwean hopes more than pipe dreams

Tony Hawkins on prospects for tobacco prices in Harare after the start of auctions

ZIMBABWE'S 1989 flu-cured tobacco auctions opened on a buoyant note this week with leaf prices averaging 381 cents a kilogram (189 US cents) on the first day, a 10 per cent on last year's opening.

tuations rather than market influences. Indeed, the US dollar value of the crop increased 70 per cent during this period from US\$155m to \$256m.

Table: Zimbabwean Tobacco Prices 1980-89. Columns: Year, Crop Size (US Cents), Ave per Kg (US Cents). Rows: 1980-1988, 1989 (est).

against the US currency and if only half of this is translated into higher auction-floor prices, the seasonal average will be 420 cents.

(US \$270m) and this would add almost 1 per cent to nominal GDP in 1989.

Cocoa falls on talk of rising Ivory Coast supply

By David Blackwell

COCOA PRICES fell to their lowest levels for nearly six months in London yesterday as the fundamental world oversupply reasserted itself.

There was talk yesterday of a premium of only £100 a tonne over the May contract for Ivory Coast cocoa.

Government orders rapid review of fruit spray

By Bridget Bloom, Agricultural Correspondent

THE British ministry of agriculture has ordered an urgent review into a pesticide sprayed on apples and pears as a growth regulator.

Smooth start to Singapore oil futures

A SMOOTH start to deliveries of high sulphur fuel oil contracts traded on the Singapore International Monetary Exchange has boosted confidence in Asia's first energy futures, analysts said.

WEEKLY METALS PRICES

Table: Weekly Metals Prices. Columns: Metal, Price per lb, Warehouse, etc. Rows: Sulfur, Cobalt, Mercury, Bismuth, Cadmium, etc.

LONDON MARKETS

LEAD prices advanced on the London Metal Exchange yesterday on European trade buying, breaking through the £360 a tonne level.

Table: COCOA £/tonne. Columns: Close, Previous, High/Low. Rows: May, Jun, Jul, Aug, Sep, Oct, Nov, Dec, Jan, Feb, Mar, Apr.

Table: LONDON METAL EXCHANGE. Columns: Close, Previous, High/Low, Amt Official, Kibb close, Open Interest. Rows: Aluminium, Cash, Copper, Silver, Lead, Zinc, Tin.

Table: POTATOES £/tonne. Columns: Close, Previous, High/Low. Rows: May, Jun, Jul, Aug, Sep, Oct, Nov, Dec, Jan, Feb, Mar, Apr.

US MARKETS

THE METALS MARKETS were all higher in early trading. Drexel Burnham Lambert, Gold gained over 2 dollars on trade and bank participation.

Table: COPPER 25,000 lbs; cents/lb. Columns: Close, Previous, High/Low. Rows: Apr, May, Jun, Jul, Aug, Sep, Oct, Nov, Dec, Jan, Feb, Mar, Apr.

Table: CRUDE OIL (Light 42,000 US gal) \$/barrel. Columns: Close, Previous, High/Low. Rows: May, Jun, Jul, Aug, Sep, Oct, Nov, Dec, Jan, Feb, Mar, Apr.

Table: SOYBEANS 5,000 bushels; cents/bushel. Columns: Close, Previous, High/Low. Rows: May, Jun, Jul, Aug, Sep, Oct, Nov, Dec, Jan, Feb, Mar, Apr.

SPOT MARKETS

Table: Spot Markets. Columns: Commodity, Price. Rows: Crude oil, Dubai, Brent Blend, WTI, etc.

Table: SUGAR \$/tonne. Columns: Raw, Close, Previous, High/Low. Rows: May, Jun, Jul, Aug, Sep, Oct, Nov, Dec, Jan, Feb, Mar, Apr.

Table: LONDON METAL EXCHANGE TRADED OPTIONS. Columns: Commodity, Call, Put. Rows: Aluminium, Copper, Tin, etc.

Table: LONDON BULLION MARKET. Columns: Gold, Silver, Platinum, Palladium. Rows: Gold, Silver, Platinum, Palladium.

Table: NEW YORK. Columns: Commodity, Price. Rows: Gold, Silver, Platinum, Palladium, etc.

Table: COFFEE C#1 37,500 lbs; cents/lb. Columns: Close, Previous, High/Low. Rows: May, Jun, Jul, Aug, Sep, Oct, Nov, Dec, Jan, Feb, Mar, Apr.

Table: SUGAR 11#112,000 lbs; cents/lb. Columns: Close, Previous, High/Low. Rows: May, Jun, Jul, Aug, Sep, Oct, Nov, Dec, Jan, Feb, Mar, Apr.

Table: WHEAT 5,000 bu; cents/bushel. Columns: Close, Previous, High/Low. Rows: May, Jun, Jul, Aug, Sep, Oct, Nov, Dec, Jan, Feb, Mar, Apr.

WORLD. Australian wool values eased at the first sales to be held since the Easter recess.

WORLD. Australian wool values eased at the first sales to be held since the Easter recess.

Table: BARLEY £/tonne. Columns: Close, Previous, High/Low. Rows: May, Jun, Jul, Aug, Sep, Oct, Nov, Dec, Jan, Feb, Mar, Apr.

Table: GRAINS \$/tonne. Columns: Commodity, Price. Rows: Wheat, Corn, Soybeans, etc.

Table: RUBBER (RSS No 1) May 1989. Columns: Commodity, Price. Rows: Rubber, etc.

Table: COTTON 50,000 lbs; cents/lb. Columns: Close, Previous, High/Low. Rows: May, Jun, Jul, Aug, Sep, Oct, Nov, Dec, Jan, Feb, Mar, Apr.

Table: ORANGE JUICE 15,000 lbs; cents/lb. Columns: Close, Previous, High/Low. Rows: May, Jun, Jul, Aug, Sep, Oct, Nov, Dec, Jan, Feb, Mar, Apr.

Table: PORK BELLS 40,000 lbs; cents/lb. Columns: Close, Previous, High/Low. Rows: May, Jun, Jul, Aug, Sep, Oct, Nov, Dec, Jan, Feb, Mar, Apr.

Johnnie Lilo







FT UNIT TRUST INFORMATION SERVICE

Current Unit Trust Prices are available on FT Cityline. To obtain your free Unit Trust Code Booklet ring the FT Cityline help desk on 01-825-2128

AUTHORISED UNIT TRUSTS

Table listing various unit trusts such as Abbey Unit Trust, Abstract Management Ltd, Acorn Unit Trust, and Aegys Unit Trust, including their respective managers and details.

Table listing unit trusts such as Aegys Unit Trust, Aegys Unit Trust, Aegys Unit Trust, and Aegys Unit Trust, including their respective managers and details.

Table listing unit trusts such as Aegys Unit Trust, Aegys Unit Trust, Aegys Unit Trust, and Aegys Unit Trust, including their respective managers and details.

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Table listing unit trusts such as Aegys Unit Trust, Aegys Unit Trust, Aegys Unit Trust, and Aegys Unit Trust, including their respective managers and details.

Table listing unit trusts such as Aegys Unit Trust, Aegys Unit Trust, Aegys Unit Trust, and Aegys Unit Trust, including their respective managers and details.

Table listing unit trusts such as Aegys Unit Trust, Aegys Unit Trust, Aegys Unit Trust, and Aegys Unit Trust, including their respective managers and details.

GUIDE TO UNIT TRUST PRICING. This section provides detailed information on how unit trust prices are calculated, including details on bid and offer prices, and the impact of various charges.

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FT UNIT TRUST INFORMATION SERVICE

Current Unit Trust Prices are available on FT Cityline. To obtain your free Unit Trust Code Booklet ring the FT Cityline help desk on 01-925-2128

Main table containing unit trust information, including columns for company names, unit prices, and other financial data. The table is organized into multiple columns and rows, listing various investment funds and their performance metrics.

INSURANCES

Table listing insurance companies and their services, including details on policies and contact information.

Continued on next page



FT UNIT TRUST INFORMATION SERVICE

Current Unit Trust Prices are available on FT Citylink. To obtain your free Unit Trust Price Booklet ring the FT Citylink help desk on 01-625-2128

Main table containing unit trust information, organized by region: JERSEY (GB REDEEMED), GUERNSEY (GB REDEEMED), LUXEMBOURG (GB REDEEMED), SWITZERLAND (GB REDEEMED), BERMUDA AUTHORIZED, GUERNSEY (\*\*), OFFSHORE AND OVERSEAS, and MANAGEMENT SERVICES. Each entry includes company name, address, and various financial metrics.

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FT UNIT TRUST INFORMATION SERVICE

LONDON SHARE SERVICE

Table of FT Unit Trust Information Service, including sections for World Capital Growth, World Capital Income, and various international funds.

Table of FT Unit Trust Information Service, including sections for ISLE OF MAN, LUXEMBOURG, OFFSHORE INSURANCES, and other international fund categories.

BRITISH FUNDS

Table of British Funds, including sections for 'Shirley' (Lives up to Five Years), Index-Linked, and various fund performance metrics.

INT. BANK AND O'SEAS

Table of International Bank and Overseas funds, listing various global investment options.

CORPORATION LOANS

Table of Corporation Loans, detailing interest rates and terms for various corporate financing.

COMMONWEALTH & AFRICAN LOANS

Table of Commonwealth and African Loans, listing investment opportunities in developing regions.

LOANS

Table of Loans, including Building Societies and Public Board and Ind. loan rates.

FOREIGN BONDS & RAILS

Table of Foreign Bonds and Rails, listing international fixed income investments.

Main table of London Share Service, listing various UK and international equities with prices and changes.

Money Market Trust Funds

Table of Money Market Trust Funds, listing short-term investment options.

Money Market Bank Accounts

Table of Money Market Bank Accounts, listing high-interest savings and current accounts.

UNIT TRUST NOTES: Additional information and disclaimers regarding the unit trust services.



Latest Share Prices are available on FT Cityline. To obtain your free Share Code Booklet ring the FT Cityline help desk on 01-925-2128

LONDON SHARE SERVICE

CANADIANS table with columns for company name, stock price, and other financial metrics.

BUILDING, TIMBER, ROADS Contd table listing various construction and infrastructure companies.

ELECTRICALS table listing companies in the electrical industry.

ENGINEERING - Contd table listing engineering firms.

INDUSTRIALS (Misc.) - Contd table listing miscellaneous industrial companies.

INDUSTRIALS (Misc.) - Contd table listing miscellaneous industrial companies.

BANKS, HP & LEASING table listing financial institutions and leasing companies.

CHEMICALS, PLASTICS table listing chemical and plastic manufacturers.

FOOD, GROCERIES, ETC table listing food and grocery companies.

FOOD, GROCERIES, ETC table listing food and grocery companies.

INDUSTRIALS (Misc.) - Contd table listing miscellaneous industrial companies.

INDUSTRIALS (Misc.) - Contd table listing miscellaneous industrial companies.

BEERS, WINES & SPIRITS table listing beverage companies.

DRAPERY AND STORES table listing clothing and retail companies.

INDUSTRIALS (Misc.) - Contd table listing miscellaneous industrial companies.

HOTELS AND CATERERS table listing hospitality companies.

INDUSTRIALS (Misc.) - Contd table listing miscellaneous industrial companies.

INDUSTRIALS (Misc.) - Contd table listing miscellaneous industrial companies.

BUILDING, TIMBER, ROADS table listing construction and infrastructure companies.

ENGINEERING table listing engineering firms.

INDUSTRIALS (Misc.) - Contd table listing miscellaneous industrial companies.

INDUSTRIALS (Misc.) - Contd table listing miscellaneous industrial companies.

INDUSTRIALS (Misc.) - Contd table listing miscellaneous industrial companies.

INSURANCES table listing insurance companies.

LEISURE table listing leisure and entertainment companies.

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LONDON SHARE SERVICE

Latest Share Prices are available on FT Cityline. To obtain your free Share Code Booklet ring the FT Cityline help desk on 01-225-2128

LEISURE - Contd

Table of share prices for Leisure companies including Leisure Group, Leisure Leisure, Leisure Leisure, etc.

PROPERTY

Table of share prices for Property companies including Property Property, Property Property, etc.

TEXTILES - Contd

Table of share prices for Textiles companies including Textiles Textiles, Textiles Textiles, etc.

TRUSTS, FINANCE, LAND - Contd

Table of share prices for Trusts, Finance, and Land companies including Trusts Trusts, Finance Finance, etc.

OIL AND GAS - Contd

Table of share prices for Oil and Gas companies including Oil Oil, Gas Gas, etc.

MINES - Contd

Table of share prices for Mines companies including Mines Mines, Mines Mines, etc.

MOTORS, AIRCRAFT TRADES

Table of share prices for Motors and Aircraft Trades companies including Motors Motors, Aircraft Aircraft, etc.

TOBACCO

Table of share prices for Tobacco companies including Tobacco Tobacco, Tobacco Tobacco, etc.

TRUSTS, FINANCE, LAND

Table of share prices for Trusts, Finance, and Land companies including Trusts Trusts, Finance Finance, etc.

OVERSEAS TRADERS

Table of share prices for Overseas Traders companies including Overseas Overseas, Overseas Overseas, etc.

PLANTATIONS

Table of share prices for Plantations companies including Plantations Plantations, Plantations Plantations, etc.

THIRD MARKET

Table of share prices for Third Market companies including Third Market Third Market, Third Market Third Market, etc.

Commercial Vehicles

Table of share prices for Commercial Vehicles companies including Commercial Vehicles Commercial Vehicles, Commercial Vehicles Commercial Vehicles, etc.

Investment Trusts

Table of share prices for Investment Trusts companies including Investment Trusts Investment Trusts, Investment Trusts Investment Trusts, etc.

Finance, Land, etc

Table of share prices for Finance, Land, etc companies including Finance Finance, Land Land, etc.

MINES

Table of share prices for Mines companies including Mines Mines, Mines Mines, etc.

Central Rand

Table of share prices for Central Rand companies including Central Rand Central Rand, Central Rand Central Rand, etc.

NOTES

Stock Exchange dealing classifications are indicated to the right of security names. Alpha, Beta, Gamma, Delta, Epsilon, and Feta are used to indicate the risk of securities.

NEWSPAPERS, PUBLISHERS

Table of share prices for Newspapers and Publishers companies including Newspapers Newspapers, Publishers Publishers, etc.

Shipping

Table of share prices for Shipping companies including Shipping Shipping, Shipping Shipping, etc.

SHOES AND LEATHER

Table of share prices for Shoes and Leather companies including Shoes Shoes, Leather Leather, etc.

OIL AND GAS

Table of share prices for Oil and Gas companies including Oil Oil, Gas Gas, etc.

Central African

Table of share prices for Central African companies including Central African Central African, Central African Central African, etc.

REGIONAL & IRISH STOCKS

Table of share prices for Regional and Irish Stocks companies including Regional Regional, Irish Irish, etc.

PAPER, PRINTING, ADVERTISING

Table of share prices for Paper, Printing, and Advertising companies including Paper Paper, Printing Printing, Advertising Advertising, etc.

SOUTH AFRICANS

Table of share prices for South Africans companies including South Africans South Africans, South Africans South Africans, etc.

TEXTILES

Table of share prices for Textiles companies including Textiles Textiles, Textiles Textiles, etc.

FINANCE

Table of share prices for Finance companies including Finance Finance, Finance Finance, etc.

Australians

Table of share prices for Australians companies including Australians Australians, Australians Australians, etc.

TRADITIONAL OPTIONS

Table of share prices for Traditional Options companies including Traditional Options Traditional Options, Traditional Options Traditional Options, etc.



CURRENCIES, MONEY AND CAPITAL MARKETS

FOREIGN EXCHANGES

Rising inflationary worries

INFLATION HAS become the main concern of the foreign exchanges, trading was very subdued yesterday...

that Mr Gerhard Stoltenberg may be replaced as West German Finance Minister in a Cabinet reshuffle...

Sterling was quiet and steady, closing unchanged at \$1.8900 and at DM3.1875. The pound eased to FF10.7600 from FF10.7625...

FINANCIAL FUTURES

Weaker trend in short sterling

SHORT-STERLING prices lost ground yesterday in quite brisk trading with over 23,000 lots changing hands...

average earnings in February - due for release today - or a poor inflation figure on Friday could well push futures prices into a free fall...

futures weaker. Sentiment was also undermined by a pound's weaker tone. The June price opened at 95.02 and fell to a close of 94.90...

E.M.S. EUROPEAN CURRENCY UNIT RATES

Table with columns for Country, Current rate, % change from previous, % change from 1994, % change from 1993, % change from 1992, % change from 1991, % change from 1990.

POUND SPOT - FORWARD AGAINST THE POUND

Table with columns for Country, Spot, One month, Three months, Six months, One year.

STERLING INDEX

Table with columns for Index, Apr 12, Apr 11, Apr 10, Apr 9, Apr 8, Apr 7, Apr 6, Apr 5, Apr 4, Apr 3, Apr 2, Apr 1.

CURRENCY RATES

Table with columns for Currency, Rate, Apr 12, Apr 11, Apr 10, Apr 9, Apr 8, Apr 7, Apr 6, Apr 5, Apr 4, Apr 3, Apr 2, Apr 1.

CURRENCY MOVEMENTS

Table with columns for Currency, Bank of England, Mergers, Changes %.

OTHER CURRENCIES

Table with columns for Country, Rate, Apr 12, Apr 11, Apr 10, Apr 9, Apr 8, Apr 7, Apr 6, Apr 5, Apr 4, Apr 3, Apr 2, Apr 1.

MONEY MARKETS

Period rates firmer

LONGER TERM interest rates continued to rise in London yesterday amid growing concern that inflation data due tomorrow may increase pressure for a rise in base rates...

FT LONDON INTERBANK FIXING

Table with columns for 11.00 a.m. Apr 12, 3 months US dollars, 4 months US dollars, Bid 10%, Offer 10%.

MONEY RATES

Table with columns for New York, Treasury Bills and Bonds, (Lunchtime), One month, Three months, Six months, One year.

LONDON MONEY RATES

Table with columns for Apr 12, Overnight, 7 days notice, One month, Three months, Six months, One year.

EXCHANGE CROSS RATES

Table with columns for Apr 12, £, S, DM, Yen, F Fr, S Fr, N Fl, Lira, C S, B Fr.

LIFFE LONG GILT FUTURES OPTIONS

Table with columns for Strike Price, Call-Settlement, Put-Settlement, Apr, May, Jun, Jul, Aug, Sep, Oct, Nov, Dec.

LIFFE 10 YEAR TREASURY BOND FUTURES OPTIONS

Table with columns for Strike Price, Call-Settlement, Put-Settlement, Apr, May, Jun, Jul, Aug, Sep, Oct, Nov, Dec.

LIFFE 5 YEAR GILT FUTURES OPTIONS

Table with columns for Strike Price, Call-Settlement, Put-Settlement, Apr, May, Jun, Jul, Aug, Sep, Oct, Nov, Dec.

LIFFE EURO-DOLLAR FUTURES

Table with columns for Strike Price, Call-Settlement, Put-Settlement, Apr, May, Jun, Jul, Aug, Sep, Oct, Nov, Dec.

LIFFE SHORT STERLING

Table with columns for Strike Price, Call-Settlement, Put-Settlement, Apr, May, Jun, Jul, Aug, Sep, Oct, Nov, Dec.

LIFFE 6 MONTH GILT FUTURES OPTIONS

Table with columns for Strike Price, Call-Settlement, Put-Settlement, Apr, May, Jun, Jul, Aug, Sep, Oct, Nov, Dec.

LIFFE 3 YEAR GILT FUTURES OPTIONS

Table with columns for Strike Price, Call-Settlement, Put-Settlement, Apr, May, Jun, Jul, Aug, Sep, Oct, Nov, Dec.

LIFFE 1 YEAR GILT FUTURES OPTIONS

Table with columns for Strike Price, Call-Settlement, Put-Settlement, Apr, May, Jun, Jul, Aug, Sep, Oct, Nov, Dec.

LIFFE 1 YEAR EURO-DOLLAR FUTURES

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LIFFE 6 MONTH EURO-DOLLAR FUTURES

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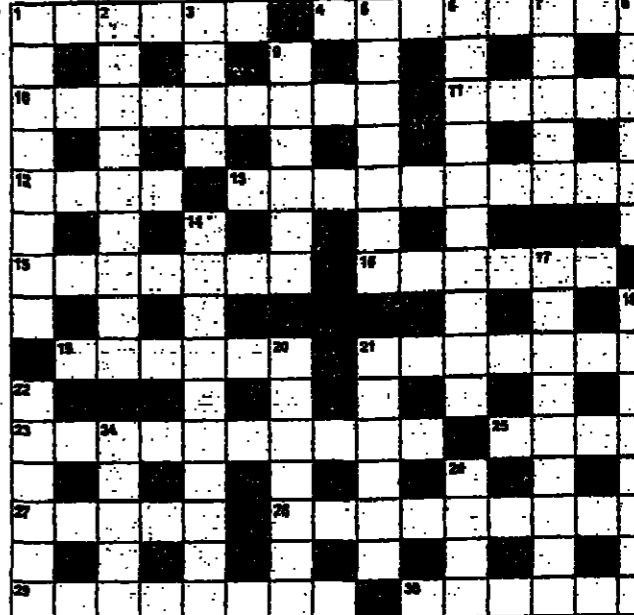
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LIFFE 1 MONTH EURO-DOLLAR FUTURES

Table with columns for Strike Price, Call-Settlement, Put-Settlement, Apr, May, Jun, Jul, Aug, Sep, Oct, Nov, Dec.

CROSSWORD

No.6,908 Set by CINEPHILE



- ACROSS: 1 Rest in relation to attitude (6)... 5 Wine for water-ben is here (7)...

JOTTER PAD

Blank area for notes or a small crossword puzzle.

Investing For Beginners by Daniel O'Shea. A guide for investors, including a table of base lending rates and contact information for FT Business Information.

Handwritten signature or note at the bottom of the page.







3pm prices April 12

NEW YORK STOCK EXCHANGE COMPOSITE PRICES

Main table containing stock prices, organized into columns with headers like '12 Month High', 'Low', 'Close', 'Change', and 'Volume'. Includes various stock symbols and their corresponding market data.

Advertisement for 'The world's first King Size Filter cigarette' featuring a pack of Rothmans King Size cigarettes. Text includes 'OPEN SMOKE NEVER EQUALLED'.

April 13 1969



NYSE COMPOSITE PRICES

OVER-THE-COUNTER

Nasdaq national market, 3pm prices April 12

Handwritten note: "مذاکره لایحه"

Main NYSE Composite Prices table with columns for stock symbols, prices, and changes. Includes a section for 'Dividend Dates' at the bottom.

Over-the-Counter table listing various stocks with their respective prices and market data.

AMEX COMPOSITE PRICES

3pm prices April 12

AMEX Composite Prices table listing stocks traded on the American Stock Exchange.

Continuation of Over-the-Counter table listing additional stocks.

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WORLD STOCK MARKETS

AMERICA

Technology sector attracts demand

Wall Street

BARGAIN-HUNTING in the technology sector helped equities score modest gains yesterday morning in spite of a fall in bond prices, writes Janet Bush in New York.

There was still a considerable measure of caution in the market, however, as traders and investors preferred to wait until today's retail sales figures and tomorrow's March producer prices index (PPI), industrial production and capacity utilisation as well as the February merchandise trade deficit.

At 2 pm, the Dow Jones Industrial Average stood 8.80 higher at 2,320.38 on relatively active volume of 106m shares.

Bond prices, however, fell as much as 1/4 point in quiet mid-session trading. There was concern about whether there would be much demand at yesterday's seven-year note auction with so many key economic releases due today and tomorrow.

On the other hand, the 10-year Treasury note was bought up by some traders to be likely to attract good Japanese buying and domestic swap activity.

While the bond market appeared to be becoming rather pessimistic about Friday's key releases, the equity market seemed to believe that the figures were going to be relatively positive.

Forecasters for the trade deficit suggested a widening in the shortfall in February to \$10.4bn from \$9.5bn in January, while the PPI is expected to have risen by between 0.5 per cent and 0.6 per cent.

While this would be a much smaller gain than the startling 1 per cent increase in each of January and February which prompted an aggressive tightening by the US Federal Reserve, it would still not be particularly encouraging.

Technology issues were generally higher, as they had been on Tuesday. Dealers attributed the interest in this sector to the fact that some of the issues had looked particularly cheap after disappointing earnings depressed values.

Compaq Computer added 3/4 to \$75.4, Tandem was up 1/4 at \$16 and Unisys was up 1/4 to \$28. Motorola, which announced an 11 per cent rise

in sales in the first quarter and earnings of 96 cents a share compared with 88 cents a year earlier, rose 3/4 to \$44.

Phoenix Technologies slumped 2 1/2 to \$14 1/4 in over-the-counter trading after estimating that first quarter earnings would be lower than expected.

The positive performance of technology issues was somewhat offset by weakness among banks, after disappointing earnings from J.P. Morgan, which fell 1/4 to \$37 1/4. The bank reported a 25 per cent drop in consolidated net income in the first quarter, reflecting higher world interest rates.

Among other commercial banks, Citicorp declined 3/4 to \$28 1/2, Bankers Trust slipped 1/4 to \$41, Chemical was unchanged at \$35 1/2 and Chase Manhattan lost 3/4 to \$35 1/2.

SmithKline Beckman dropped 1 1/4 to \$63 1/4 after news of its agreed merger with Beecham of Britain, which appeared to preclude any improved bid by a third party. McDonnell Douglas jumped 1 1/4 to \$92 1/2 and Boeing added

3/4 to \$70 on a US press report that GPA Group of Ireland, a major aircraft leasing company, is about to announce an order for aircraft worth more than \$10bn early next week. The report suggested that both companies would receive part of the order, along with Airbus Industrie.

Citizens & Southern, which has been one of the most volatile stocks this week, rose 1/4 to \$24 1/2 after NCNB, the North Carolina based commercial bank, refused to withdraw its \$2.4bn takeover offer as requested and urged Citizens to begin negotiations. NCNB rose 1/4 to \$35.

Canada FALLS by base metal issues and management company stocks outweighed rising golds and utilities to leave Toronto slightly lower in quiet midday trading.

The composite index slipped 2 1/2 to 3,569.0 on light turnover of 11.8m shares.

Canfor Corp, which said on Tuesday it had agreed to acquire Balfour Forest, lost 3/4 to C\$26 1/2.

ASIA PACIFIC Profit-taking virtually eliminates sharp rise

Tokyo JAPANESE equities succumbed to quick profit-taking, after soaring to an all-time high in early trading, and closed only modestly higher, writes Michio Nakamoto in Tokyo.

In morning trading, the Nikkei average rose by more than 160 points to hit a record high of 33,418.36, but it soon shed its early gains and fell to a low of 33,136.51. Later, arbitrage activity supported the Nikkei and it closed 6.87 up at 33,256.45.

Declines led advances by 461 to 413 while 181 issues were unchanged. Turnover fell to 1.03bn shares from 1.12bn on Tuesday. The Topix index of all listed shares dropped 3.84 to 2,496.39, while, in London trading, the ISE/Nikkei 50 index was 87 up at 1,978.

The new high reached in early trading was seen by many analysts as evidence that the demand and supply balance on the market was still good. But the feeling that prices had reached dangerously high levels, combined with the political uncertainties stemming from the Recruit scandal, gave investors reason to try to make quick profits while they could.

Interest continued to move from one sector to another. Investors have been buying not the sector leaders but medium or small capitalisation issues, as well as those that are laggards in areas where growth in profits is expected to be high, such as in the machine tool, high-technology and industrial machinery sectors.

Amada, a maker of metal-working machines, rose Y140 to Y1,510 in heavy trading. The company was picked for good earnings prospects and high order levels for its machine tools, supported by increased plant and equipment investment. Shintom, a maker of car audio equipment, added Y220 to Y3,020.

News that NEC may have developed the fastest personal supercomputer attracted attention to high-technology issues. NEC gained Y30 to

Y1,820. Hitachi and Sony both added Y30 to Y1,570 and Y6,760 respectively and Nikon gained Y20 to Y1,480. Toshiba, the most actively traded issue with 47.3m shares, rose Y10 to Y1,270.

Shipbuilding stocks were weak. Kawasaki Heavy, the second most active issue with 27.3m shares traded, was down Y30 to Y1,090, while Sumitomo Heavy, which has been selected recently for its licence to make heavy water used in nuclear fusion, lost Y50 to Y1,320.

Chiyoda, a leading plant engineering company, advanced Y60 to Y1,990 amid speculation that tighter anti-pollution measures in the US would lead to increased demand for Chiyoda's systems for desulphurising car exhaust. Reports that the company could win a Malaysian order for gas treatment equipment added to its popularity.

Nippon Telegraph and Telephone, the giant telecommunications company that has suffered from the involvement of former executives in the Recruit scandal, closed at an all-time low of Y1,47m. Individual investors, in particular, felt NTT's share price had little chance of recovering while the Recruit affair remained unresolved, and speculation about the possible break-up of the communications company fanned their fears of a further decline.

High-technology issues supported the market in Osaka, where the OSE average posted a stronger rise than Tokyo did, finishing up 96.32 at 31,992.82. Volume, however, declined to 91m shares from 96m.

Roundup A POST-CRASH peak in Singapore, where volume was again at record levels, was the highlight of a confident day in the leading Asia Pacific markets.

SINGAPORE again broke its turnover record, as the Straits Times industrial index reached a post-crash high of 1,219.02, up 17.59. Volume was 167m shares, compared with the previous day's 124m.

Widespread buying was encouraged by the strength of overseas markets, particularly Wall Street.

Singapore Land rose sharply, adding \$1.50 to \$12.00, while Multi-Purpose was the most active stock, rising 3 cents to \$11.05 on 6.1m shares traded.

Hong Kong was animated, where the OSE average posted a stronger rise than Tokyo did, finishing up 96.32 at 31,992.82. Volume, however, declined to 91m shares from 96m.

Hopewell gained 2.5 cents to HK\$3.30 before it announced higher interim profits and a one-for-one rights issue to raise HK\$3.6bn at HK\$2.60 a share. Speculation that New World

had sold five floors of the Hong Kong Convention and Exhibition Centre at a record price for Waiwah property propelled it 20 cents higher to \$14.10.

Dickson Concepts was the most active issue, adding 5 cents to HK\$10.

AUSTRALIA was driven higher by demand for blue chip industrial stocks. The All Ordinaries index gained 7.2 points to 1,421.9, with 109m shares traded, worth A\$170m.

ANI lost 4 cents to A\$11.2. The company had said it would not seek stock exchange suspension over its A\$194m exposure to Spedley Holdings, which went into provisional liquidation on Tuesday.

SEOUL fell sharply for the third consecutive day in slow trading. The composite index lost 27.53 to 927.96 - one of its steepest falls ever - on fears about growing political unrest and labour disputes. Volume was 14m shares, down from Tuesday's 15.4m.

EUROPE

Paris joins growing band of bourses at year highs

BOURSES trading at 1989 peaks were joined by Paris yesterday in another generally good day in Europe, but there was some caution about tomorrow's batch of US economic figures, writes Our Markets Staff.

FRANKFURT marched on upwards in the most active session of a busy week, with traders redoubting activity after the opening was delayed by an arson attack. The Molotov cocktail attack caused some damage and left a strong smell of smoke which annoyed participants but did not deter them from making the most of the current rally.

The FAZ rose 2.8 to 578.19, its third consecutive 1989 high. The DAX index also hit a year's high, gaining 12.31 to 1,381.66 compared with the previous peak of 1,371.10 reached on January 5. Volume was an extremely active DM5.62bn.

Further signs of an easing in interest rates came in a favourable allocation of short-term funds from the Bundesbank. "People are beginning to pay attention to the strong economic fundamentals and provided Friday's figures (from the US) are decent, the FAZ could test 585 to 590," said one analyst.

The so-called Holy Trinity stocks all advanced. Siemens rose DM7.80 to DM541.30, Daimler sped through the DM700 level to end DM15 higher at DM707, and Deutsche Bank climbed DM6.20 to DM544. Elsewhere in the banking sector, Commerzbank crept up 50 pf to DM247.50 after results which were seen as slightly disappointing in comparison with those of Deutsche Bank. The dividend was held at DM9 as expected.

PARIS also reached new highs, though in somewhat more cautious trading than in Frankfurt. The US trade deficit and producer price figures due tomorrow are weighing on the French market and causing traders to unwind positions.

The CAC General index, based on opening prices, broke through the year's high of 457.3, set on February 6, to reach 458.3 - a rise on the day of 1.7. This takes it within a whisker of its all-time high of

460.4, reached on March 26, 1987.

The OMF 50 index was up 1.78 at 473.76 and at 5 pm the CAC 40 was up 8.27 at 1,674.46.

Volume was estimated at FF1.75bn, lower than the FF2.2bn seen on Tuesday which was swelled by a large trade in Galeries Lafayette.

Electronics stock Thomson CSF was helped by the prospect it will win an order for new ground-to-air missile systems from the Netherlands, rising FF7.30 to FF231.50 in heavy trading. Peugeot added FF24 to FF1,754 amid news of strong first quarter sales.

Period Record gained FF43 to FF1,523 on enthusiasm over its recent results and its brand names; the stock has languished for some weeks. Societe Generale was up FF1 at FF465 after results in line with expectations.

AMSTERDAM was actively traded as the CBS tendency index added 1.5 to hit another year's high of 178.5 on volume of F1 950m.

Publishers were strong again and banks were in demand. Wolters Kluwer gained F1 7.50 to F1 172. Elsevier rose F1 2.90 to F1 69.30 after its statement about a possible merger with Pearson of the UK. Among banks, ABN reported 18 per cent profits growth in the first two months and rose 60 cents to F1 43.60.

Philips traded well on its last day cum dividend, rising 30 cents to F1 40.60. Shareholders were meanwhile voting on further moves to protect the company from takeover.

ZURICH nudged down 0.2 points on the Credit Suisse index to 572.0.

The main talking point was engineering company Rieter's decision to open its registered shares to foreigners. Rieter registered shares were unchanged at SFr1,880 but the bearers lost SFr100 to SFr3,875.

SOUTH AFRICA

A FURTHER rise in the financial rand again undermined gold shares in Johannesburg in light trading. Randfontein fell R3 to R229.

FT-ACTUARIES WORLD INDICES

Table with columns: NATIONAL AND REGIONAL MARKETS, TUESDAY APRIL 11 1989, MONDAY APRIL 10 1989, DOLLAR INDEX. Rows include Australia, Austria, Belgium, Canada, Denmark, Finland, France, Germany, Hong Kong, Ireland, Italy, Japan, Mexico, Netherlands, New Zealand, Norway, Singapore, South Africa, Spain, Sweden, Switzerland, United Kingdom, USA, Europe, Nordic, Pacific Basin, Euro-Pacific, North America, Europe Ex. UK, Pacific Ex. Japan, World Ex. US, World Ex. UK, World Ex. So. Af., World Ex. Japan, The World Index.

Survey shows US faith in Europe

Japan, however, attracts less optimism. Alison Maitland reports

INVESTMENT managers in the US believe the UK and continental Europe are currently the most attractive overseas equity markets, according to a survey by Broadgate Consultants, a New York-based research and investor relations counselling firm.

About two-thirds of the 72 senior US investment officers interviewed by Broadgate thought prospects for British and continental equities (excluding Scandinavia) were excellent or good, with 1992 and the removal of trade barriers being seen as a significant investment opportunity.

By contrast, only 28 per cent were as optimistic about Japan, while 64 per cent felt its prospects were fair or poor, citing the weakening of rising interest rates and a market multiple of nearly 60 as matters for concern.

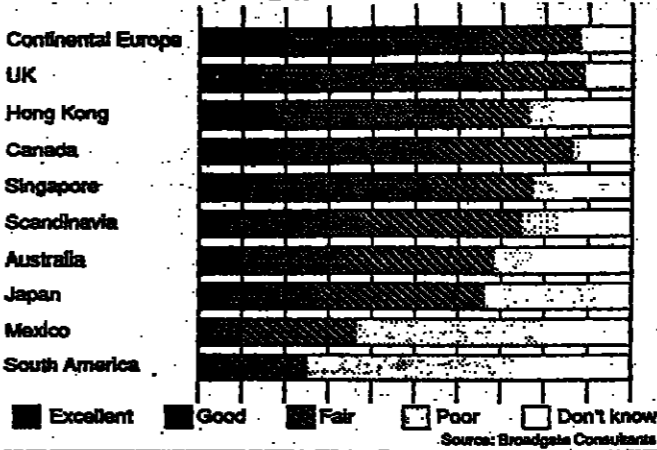
The fund managers' least favoured markets were Mexico and South America, where nearly half thought prospects were poor. Hong Kong, Singapore and Canada, on the other hand, all had good ratings.

Some 75 per cent of those questioned said they expected to increase the overseas portion of their equity portfolios over the next five years. "Fueling this global interest is the widely held belief that the returns on non-US equities will exceed or match those earned on US equities," says Broadgate. "Over three-quarters of the respondents believed this to be the case."

This reveals the highest level of confidence about global investment for at least two years, according to the survey. No fund managers planned to allocate less money to overseas markets.

The main reasons for investing abroad were said to be fundamental long-term value and portfolio diversification.

Regional investment prospects



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Price Loaders Anonymous advertisement. Features a large quote: "I broke this mindless, expensive habit in one day!" and a testimonial: "Every morning for years I'd been coming into the office, grabbing the PC, the newspaper and the coffee, ready for another session of the same mind-numbing game you probably play to value your clients' portfolios - PRICE LOADING. No, it wasn't much fun. Yes, it was horrifically expensive. But how do you break the habit of a lifetime? Well, pretty easily actually." Includes a photo of a man and contact information for FInstat.



Handwritten note: "It's a standard complaint"

ACCOUNTANCY COLUMN

US companies share a standard complaint

By Pratap Chatterjee in New York

FINANCIAL CONTROLLER ROMILEY, CHESHIRE UP TO £25,000 + CAR + OTHER BENEFITS DAVIES & METCALFE PLC

A direct line to the executive shortlist. To secure the best appointments at a senior level needs more than good advice, accurate objectives and succinct presentation.

RECENT PROPOSALS for monitoring the activity of the US Financial Accounting Standards Board (FASB) have given partial support to a bid by leading US companies to rein in their national standards setters.

Under Mr John Reed, Citicorp chief and chairman of its accounting taskforce, the Roundtable last year proposed a private sector body to oversee the efforts of the FASB.

response from the profession in the form of the Treadway Commission, which came up with 49 recommendations for giving greater assurance on the quality of audits.

ACCOUNTANCY APPOINTMENTS

FINANCIAL MANAGER City c£35,000 + car + banking benefits. Our client is a large established branch of a major European banking group with branch assets exceeding £3bn.

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Please reply in confidence, quoting ref E163 to:

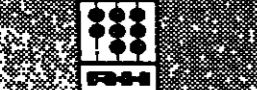
Margaret Mitchell  
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Selection & Search

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BIRMINGHAM

## B.S.G. International plc

# TREASURER

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Principal activities of this diverse Group are the manufacture of automotive components, child care products, aircraft equipment, and vehicle distribution and leasing. Trading companies include such well known names as Britax, Rumbold, Bristol Street Motors and Autolease.

Reporting to a Group Director, the role involves working closely with senior financial executives throughout the Group, and responsibility for all aspects of developing and managing an effective treasury function. This will include supervision of borrowings and investments, cash management, foreign exchange control, negotiation of leasing facilities, and close liaison with the Group's bankers.

The successful candidate will currently be working in a progressive treasury function and seeking wider responsibility to develop a career in treasury management. Candidates must be able to demonstrate the technical and interpersonal skills essential to succeed in a challenging and fast moving environment.

Please apply directly to John Woodcock at Robert Half, Freepost, Kensington House, Suffolk Street, Birmingham B1 1BR. Telephone: 021-643 1663, evenings 0386 750962. Alternatively fax your details on 021-643 6170.

Financial Recruitment Specialists  
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## ACCOUNTANT

£25,000

Heytesbury (UK) Limited is the wholly-owned UK Holding Company of Heytesbury Holdings Ltd of Perth, Western Australia. The Group owns properties and investments, and its businesses include a large London theatre operation. The Group's activities are expanding and it now wishes to employ an accountant with computer skills.

Reporting to the Financial Controller the new post will have responsibility for the accounting functions of the investment and property activities, as well as a general involvement in the development of an efficient accounting and financial department for the Group's Head Office.

The successful applicant is likely to be between 28 and 35 years of age and suitably qualified. A salary of around £25,000 is available.

Please apply to Mr D S Williams, Heytesbury (UK) Limited, 21 Soho Square, London W1V 5ED.

## CHIEF ACCOUNTANT

WEST KENT

Densitron International plc is a rapidly expanding public company, and a world leader in the technical sales field of advanced electronic components. We are seeking to strengthen our financial management team based at our Biggin Hill headquarters in order to assist in taking us further into our growth plans.

Candidates who have that ambition to join such a fast growing, enthusiastic environment, are required to be qualified accountants with several years' commercial experience possibly even within the electronics area.

They will naturally have experience of computer based accounting systems and a strong base in practical accounting skills. Close involvement in the company's business activities will offer considerable job interest.

Self motivation will be a criteria as will be the ability to head up a team of equally ambitious people. This will require hard work and the confidence to work effectively in a company being transformed by growth.

There will be the opportunity to travel to our location in Asia and America and the career prospects are unlimited for the correct candidate. It is envisaged that the position will lead to a main Board appointment.

The rewards offered for this new and challenging position are in line with the seniority of the post, and candidates are invited to apply, in confidence, with a full cv to:

I D Sibson  
Finance Director  
Densitron International plc  
Unit 4  
Airport Trading Estate  
Biggin Hill  
Westerham, Kent TN15 8DW



## Jonathan Wren Leasing

FINANCIAL DIRECTOR (DESIGNATE)

Our client, the U.K. subsidiary of a leading international banking and investment group, specialises in the provision of asset based finance, fund management and corporate finance advisory services. Substantial guaranteed funding has enabled the innovative management team to build a highly profitable business including considerable fee income from corporate finance activities.

Targeted development dictates the appointment of a Finance Director (Designate) to assume total control of the finance and support division. Responsibilities will include statutory and management accounting functions, administration and systems, treasury and taxation planning. In addition there will be substantial involvement in the development of new products and financial strategy. This will specifically include the financial aspects of potential acquisitions and any subsequent negotiations.

Currently operating at Financial Controller level, the successful applicant will be a Chartered Accountant, over the age of 28, with specific experience of the leasing industry and ideally, exposure to corporate finance advisory work.

An excellent remuneration package including banking benefits will be offered together with the opportunity of a full Board appointment.

Please contact Jill Backhouse or Peter Haynes

LONDON HONG KONG MIDDLE EAST SINGAPORE SYDNEY

## Jonathan Wren

Recruitment Consultants  
No. 1 New Street, (off Bishopsgate), London EC2M 4TP  
Telephone: 01-623 1266 Fax: 01-626 5258

## Assistant Treasurer

Kuwait

Attractive Tax Free Salary + Benefits

Our client is one of the largest, most successful and diverse privately owned groups in the Middle East with a multi-million dollar turnover and more than 3,200 employees. Its interests include Automotive Sales and Services, Consumer Electronics, Engineering and Contracting, Freight, Travel, Insurance and Advertising. The Corporate Treasury function which caters for the financing needs of more than 20 different businesses currently has a challenging and rewarding career opportunity for an Assistant Treasurer.

Reporting to the Corporate Treasurer, the successful candidate will be in charge of the following functions:

- administer and control all aspects related to cash management • forecast cash outflow to determine funding requirements and utilise available money market and other credit facilities to optimise cost of funding • assist in the preparation and review of loan agreements with major local, regional and international banks • assist the Corporate Treasurer in developing plans to hedge foreign currency payments and forecasting currency and interest rate trends.

The preferred candidate should be 30-45 years of age, a graduate or member of an appropriate professional institute and have a minimum of 5 years' relevant experience.

An attractive tax free salary is offered together with furnished accommodation, air tickets, transportation, life and medical insurance plus excellent growth opportunities within a professional, dynamic and rewarding environment.

Please write in confidence with full career details to G. E. Yazigi, quoting ref: B12836. These will be forwarded direct to our client. Please list separately any companies to whom your details should not be sent.

MSL International (UK) Ltd, 32 Aybrook Street, London W1M 3JL.  
Offices in Europe, the Americas, Australia and Asia Pacific.



MSL International

## ACCOUNTANT

Prestigious Vehicle Retailing

to £30,000 pa + car

Central London

This is an outstanding opportunity for a qualified accountant to make a major contribution to the operational success of a substantial prestigious motor car dealership, while taking full responsibility for the Accounting and Finance Department.

Our client is a high-profile group, part of a nationwide vehicle retailing operation, with an internationally trading parent plc. As such career enhancement opportunities are first-class.

Applications are invited from men and women aged 30-40 who are well-versed in the computer-based preparation and control of management and financial accounting procedures as required in a retail business. Preference will be given to professionals who have experience in establishing and managing accounting procedures in the retail motor industry.

Of particular importance is the capability to meet deadlines while working in a dynamic and pressurised environment along with the ability to contribute to the installation and upgrading of computerised accounting systems.

An initial salary in the region of £25-30,000 pa is envisaged. After a successful probationary period this will be reviewed and enhanced by the addition of a performance-related bonus scheme. A company car, BUPA, contributory pension scheme and, where applicable, relocation assistance completes the package.

In the first instance applicants should send a brief but meaningful C.V., including details of current earnings, to Brian Hodges acting as advisor to the company. Alternatively telephone Epsom (03727) 44311 for an application form.

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## Appointments Advertising

appears every

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Wednesday - General Appointments  
Thursday - Accountancy Appointments

## MERGERS AND ACQUISITIONS

City £25-30,000 + Mileage  
This reputable U.K. Merchant Bank is recruiting high-calibre qualified accountants/lawyers for its European mergers and acquisitions team. This is an excellent opportunity to perform cross border M&A deals in a back superbly placed to make the most of the growing European market. A unique opportunity. Ref. J9.

## MARKETING ACCOUNTANT

City £26,000 + Banking Benefits  
Our client, a large and prestigious American Investment Bank is currently recruiting a senior Marketing Accountant. Acquiring an in-depth knowledge of the various marketing roles, you will be involved with analysis and evaluation of results, monitoring of performance, variance analysis and provision of financial advice to senior management. Ref. J2.

## STRATEGIC PLANNING

Middle £25-30,000 + Car + Bonus  
Blue chip FTSE group seeks a commercially aware accountant for a high-profile role within its U.K. H.Q. Working with non-financial management you will be involved with non-commercial evaluation of alternative sales and marketing strategies, investment analysis, pricing and profit improvement exercises and financial evaluations of new product launches and promotional deals. Ref. M9.

## FINANCIAL MANAGEMENT

C. London c£25,000 + Car  
The highly successful market research division of this leading US multinational seeks an ACA/ACCA to join their dynamic professional finance team. Working closely with senior operational management you will advise on a range of financial issues, and be responsible for the group reporting to the US parent. Excellent opportunity for career progression. Ref. DR.

## FINANCIAL MANAGEMENT CONSULTANT

C. London to £45,000 + Car  
As world leaders in financial management techniques, this management consultancy has a unique structure which enables them to offer variety and flexibility to the individual and leading edge industry focus to their clients. They require ambitious graduate accountants (26-36) with experience in manufacturing, service industries or consultancy, to join this stimulating environment. Ref. FB.

## INTERNATIONAL OPERATIONAL REVIEW

Surrey c£27,000  
The international review team at this successful multinational is responsible for a range of operational assignments which include computer audit, special projects and investigations. They require a qualified accountant with a second European language who, having gained at least one year of post-qualification experience, now seeks a challenging and rewarding career in a highly regarded organisation. Ref. DS.

## FINANCIAL CONTROLLER - PR

West End £27,000 + Car  
Our client, an established firm in a world leader in public relations, currently has a Financial Controller position for a new subsidiary. Working with the Managing Director, you will manage all aspects of the finance function and contribute to his successful operation. You should be a qualified accountant with experience from industry or practice. Ref. J999.

For further information on these or other appointments call John Bennett or Paul Goodman on 01-267 5465, evenings on 0474 274231-42 3444 or write to us at Finance Selection Services, Drayton House, Gordon Street, Manchester, London WC2H 9AN.



'IMPROVING THE VALUE OF HIGHER EDUCATION'

## Head of Finance

up to £35,000 pa

PNL seeks a new Head of Finance to be responsible for managing the Polytechnic's finances within an overall budget of £25m.

PNL is one of London's leading polytechnics, a centre of academic excellence open to the whole community and attracting students from all parts of the world. Education is changing. PNL is growing and our academic and research activities are broadening on all fronts. The opportunities in financial management to contribute to the value of education have never been as great - or as crucial to its development here at PNL. The role of the Head of Finance will be to assist in meeting the Polytechnic's objectives within finite financial budgets, whilst contributing to strategic development.

The Head of Finance is a member of PNL's Senior Management Group, and will head a well established department providing the full range of financial services, advice and support.

The post provides a challenging opportunity to candidates with entrepreneurial flair and the ability and motivation to achieve success rapidly. Candidates should be qualified accountants with some public sector experience. Knowledge of financial systems in the education field would be an advantage. Good leadership skills together with a teamwork approach will be among the personal qualities looked for in this appointment.

Closing date: 4th May 1989. Ref: 03.22/FT. Application forms and further details can be obtained from the Personnel Office, The Polytechnic of North London, Holloway Road, London N7 8DB. Tel: 01-609 9923 (24 hour answering service).

We are an Equal Opportunities Employer and seek to recruit from the whole community.

P-N-L

THE POLYTECHNIC OF NORTH LONDON

## THE FINANCIAL TIMES

Proposes to publish the Recruitment and Personnel Services Survey

ON

Thursday 8th of June.

For further details contact

Patrick Williams

ON

01-873 3351



Just, no tip

# Finance Director

£35,000 - £40,000 plus 2 cars and excellent benefits

Our client is a particularly successful car dealership and petrol retailer based in Chichester. The company represents several volume and prestige franchisees, including Mercedes-Benz for West Sussex. With a turnover of approximately £40 million per annum they have good track record in opening new outlets and expanding ones already in existence. The company is now entering a period of consolidation while they consider future developments. Recent projects have included diversification into property.

The accounts department comprises a well-structured team of high calibre individuals. A Finance Director is now sought to spearhead the next phase of development and lead the company into a programme of acquisition, diversification and a possible flotation.

Short term duties will include evaluating the existing organisational structure, systems and accounts

department and suggesting and implementing changes. This will progress into a more strategic role within the company, where, working alongside the Managing Director, you will help make decisions on the future direction of the group.

Candidates must be qualified accountants and experience of the motor industry is highly desirable. They should have approximately ten years' experience and be used to running an accounts department of a similar size (20-25 people). Computer literacy and a hands on management approach are necessary.

In return for a high level of commitment the successful candidate will be offered a highly attractive salary package which will include two company cars and, potentially, share options. Future prospects are excellent. Please write, in confidence, to Kelly Ikonio at the address below quoting reference number SHA. 1292.



## Stoy Hayward Associates

MANAGEMENT CONSULTANTS, EXECUTIVE SELECTION DIVISION, 8 BAKER STREET, LONDON W1M 1DA  
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SYSTEM ACCOUNTANTS; LONDON c£35,000 + car

# Variety is the...

When it comes to changing jobs, variety of work content comes close to the top of most people's list of considerations.

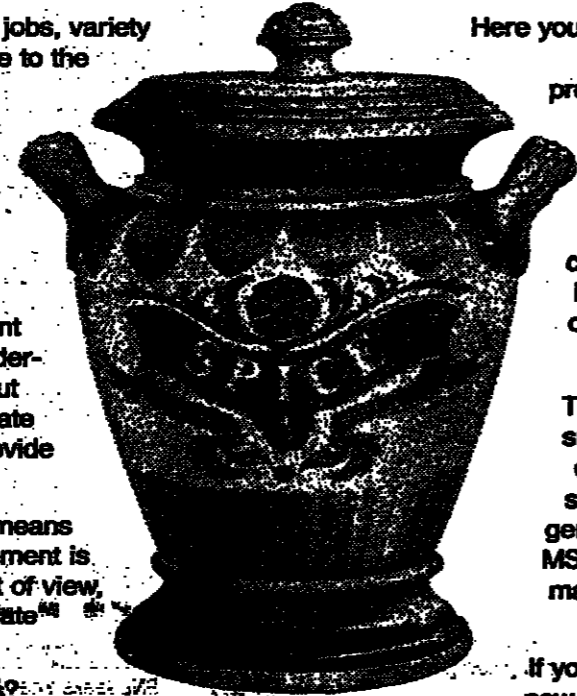
Other top contenders are most likely to include achievement-linked reward and searching intellectual challenge.

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At Touche Ross you would participate at the leading edge of developments, with small professional teams of proven specialist ability.



Here you would be involved on both private and public sector problem solving assignments.

Aged 28-35, dedicated and ambitious, you are currently with a large multinational (or major consultancy) and possess at least 5 years' experience of operating and implementing large accounting systems.

This should be supported by successful line management experience, a sound understanding of one of the major general ledger packages (e.g. MSA) including familiarity with mainframe and minicomputer applications.

If you believe your future could now benefit from a more highly spiced challenge please make contact.

Your cv will be treated in total confidence and should be directed to: Michael Hurton (Ref. 3003/F). Touche Ross Management Consultants, Thavies Inn House, 3-4 Holborn Circus, London EC1N 2HE. Tel: 01-353 7361.

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You may be aware of Mercury through our high profile public booths in Central London or from our constant quest to recruit individuals who can match up to the Mercury challenge. One fact is indisputable, Mercury is expanding fast.

Does your desire for personal achievement match our corporate aims? We are committed to gaining global domination in telecommunications. Could you help us make it happen?

Mercury's corporate headquarters in London's West End needs a highly aware, self motivated individual to manage a division of the Revenue Accounting department. You will be directly responsible for Leased Services and Sundry Billing, Inter-Operator Accounting and Inter-Administration Accounting, and will maintain optimum efficiency of these systems and procedures. You will also be responsible for consolidating and analysing revenue statistics for management.

We place high emphasis on management capability, a capacity to motivate and develop staff plus an understanding of the need for accurate, efficient working procedures. An accountancy qualification would be advantageous but not essential. However, you should have a minimum of three years experience of senior management in a finance environment together with a proven ability to produce comprehensive financial management reports.

In return for the talent and commitment we demand, a salary of up to £25k plus company car and BUPA is offered in addition to the opportunity to be an integral part of tomorrow's technology.

If you can meet this challenge please send your details to: Julie Rowan, Personnel Department, Mercury Communications Ltd, 90 Long Acre, London WC2N 9NR Tel: 01-528 2139.



The telecommunications industry is witnessing a revolution. Mercury Communications are forging telecom links across the globe. We can supply our customers with a 21st Century telecommunications capability right now. Mercury invests in quality and talent at all levels, both in terms of equipment and personnel.

## BANKING & FINANCIAL SERVICES - RECENTLY QUALIFIED

The demand for newly and recently qualified chartered accountants in the City continues. As a leading independent recruitment consultancy with an unrivalled reputation in the banking and financial services sector, we are ideally placed to assist you. Our experienced consultants are available for an informal discussion about City opportunities, whether you wish to move immediately or simply want an impartial assessment of the right course of action.

### ACCOUNTING SENIOR ANALYST

To £30,000 + Car

Our client is a well-known name in merchant banking, and they are looking for an experienced analytical accountant to work in the Group Management Accounts section. The duties will appeal to those who thrive on project-orientated work, and include business assessments reviews of capital expenditure, strategic planning and ad hoc project work. Aged between 25 and 32, you will have strong accounting skills and ideally a financial services background.

### OPERATIONS MANAGER

To £27,000 + Benefits + Car

Our client, the British Stockbroking subsidiary of a major US investment bank, is offering a unique opportunity for a bright young qualified accountant. In this position you will have the opportunity to develop general managerial skills, running their research department and providing management information to a large and active equity research team on the status of their clients. After two years you will move into a position as a research analyst. Above all the successful candidate must possess a strong personality. 'Big 8' preferred.

For details of these and our many other financial services vacancies please contact the following on (01) 583-0073 (day) or (01) 350-1738 (evenings and weekends). Accounting: Marie Eachus; Corporate Finance: Katherine Seymour or send in your curriculum vitae in complete confidence (Fax: 01-353 3908).

16-18 NEW BRIDGE STREET, LONDON, EC4V 6AU.

### CORPORATE FINANCE US INVESTMENT BANK

£28,000 + Benefits

An exceptional opportunity exists for a recently qualified ACA to join its M & A based department of this premier US investment bank. The successful candidate will be involved in divestitures, restructurings, rights issues, bid and stake buildings. You will have excellent technical capabilities, good time-management skills and be a confident self-starter. Young 'Big 8' with special work experience preferred.

### SENIOR EXECUTIVE

To £30,000 + Benefits

A leading financial institution in London with an extensive international network seeks a Senior Executive to join their client liaison division. This is a high profile department providing a varied and challenging workload. Interacting between the transaction teams, analysts and client portfolio, responsibilities include investor relations, co-ordinating company announcements and providing market information. Applications are sought from graduate ACAs, who have an understanding of the UK corporate finance market.

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Then ring the Personnel Unit on Winchester (0962) 847487 for an information pack or further details. Closing date 28th April 1989.

The Council pursues a policy of equality of opportunity and applications are particularly welcome from people with disabilities.

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COUNTY TREASURER'S DEPARTMENT

**Brewer Morris**  
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**TESCO**

# Group Tax Manager

c. £32,500 + Car + Benefits

Cheshunt

Tesco plc is a 'top 30' UK company with a turnover in excess of £5 billion. In recent years the company has gained a significant increase in its market share which has further established it at the forefront of food retailing in the UK. It has developed an ambitious investment strategy for the years ahead which reflects its confidence in further gains and profitability.

A young tax professional is now sought to take charge of all aspects of the group tax function, and develop new tax initiatives within the group.

The role will involve effective management of both the corporation tax and VAT functions, supervision of a VAT accountant, and direct involvement with technically complex issues. Responsibilities will become increasingly orientated towards tax planning and specific consultancy assignments. The company's sophisticated funding programmes for the future will demand significant tax input, and there will be increasing involvement with the treasury and corporate finance functions on a project basis.

For a young ACA with 2-3 years tax p.q.e., seeking a first move into the commercial sector, the role represents an outstanding opportunity - the chance to be an integral part of a young, dynamic finance function within a successful, high-growth organisation.

For further information contact Nicki Corner (01) 836 2040 (evenings w/ends (01) 326 1516) or send a cv and covering letter to Brewer Morris, Ludgate House, 107 Fleet Street, London EC4A 2AB.

## MAJOR US INVESTMENT BANK MERGERS & ACQUISITIONS

Our client, one of the most prestigious international investment banks, with substantial operations in London, seeks one or more high calibre professionals to join its rapidly growing European Mergers & Acquisitions Team. Suitable candidates will be graduates of leading U.K. universities, either recently qualified as ACAs or with around two years experience of M&A work in an investment banking environment. A high level of numeracy is essential, and fluency in a European language would be an advantage. A generous remuneration package is available, and career prospects are outstanding. Please reply in writing to the address below, enclosing a full Curriculum Vitae. All applications will be treated in the strictest confidence.

Impact Marketing Consultants, (Ref: 1026), Telfords Yard, 6-8 The Highway, London E1.



# Financial Controller

**Thames Valley**

**c£40,000 + Car + Options**

**High-Tech ■ Exceptional Growth ■ Gp t/o £100m**

Our Client is part of the highly successful Quartet plc Group and is one of the fastest growing companies in the UK, having achieved a year-on-year doubling of turnover over the five years since formation. The Company is totally self-funded and has produced exceptional profits growth and return on capital as it has moved to a leading position in high-tech distribution.

Instrumental in our Client's success has been the combination of entrepreneurial skills with strong financial management with particular emphasis on information management, forward planning and tight financial controls.

Company style is open and direct and has always recognised that the people who help create success and wealth should share in them. As such this senior position (which reports directly to the Joint Managing Director) will carry the opportunity to take up options in the Group.

Candidates must be qualified accountants aged early/mid 30's ideally from a distribution environment with a proven record of achievement in a fast moving company. Good communication skills and a sense of humour are vital and advancement prospects excellent. Please telephone or write enclosing full curriculum vitae quoting ref: 318 to: Philip Cartwright FCMA, 97 Jermy Street, London SW1Y 6JE. Tel: 01-839 4579 Fax: 01-925 2336

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FINANCIAL SELECTION AND SEARCH

# FINANCE DIRECTOR

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**Late 20's/Early 30's Exec. car & benefits**

Since the acquisition by the Coloroll Group two years ago, Denby Tableware has moved ahead impressively. New capital investment, imaginative marketing, improved designs and heightened brand awareness have contributed to dramatic increases in turnover - currently over £10m - and in profitability. Aggressive penetration of markets in the UK and overseas is accelerating the momentum of future growth.

Within the executive team that drives this business forward, the Finance Director performs a broad and very commercial role.

With the support of a strong team, embracing the finance and DP functions, you will ensure the smooth flow of information which is essential within such a fast-moving business. While exercising tight control over day-to-day operations, you will also help to formulate long-term strategic goals, participating in decisions which affect all parts of the business. One of your early priorities will be to extend computerisation into the production planning and sales & marketing areas. To succeed here, you will be a young, graduate, qualified accountant with a highly-developed commercial awareness and exceptional communication skills. The environment will demand from you the highest levels of commitment and expertise, but will also provide opportunities for outstanding career growth - following the example of the present FD who has secured promotion within the Group. The executive team is dynamic, enthusiastic and successful. You will be joining them at an exciting time.

Please apply to Lawrence Barnett and Dudley Harrop at our Manchester office quoting ref. MK109.

**ASB**

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Denby Tableware

# CONTROLLER - EUROPE

**FMCG**

Mid 30's

**c£47,500 + Excellent Benefits Package**

Our client, a US multinational and household name, is committed to the further strengthening of its dominant market position. As a result of an internal promotion, there is an immediate requirement for a key individual to join the senior management team.

Reporting to the Chief Financial Officer, Europe, your principle responsibilities will comprise the co-ordination and management of the finance function. This will encompass strict financial reporting, performance planning and analysis, together with policy implementation and appraisal.

A chartered accountant with at least four years' commercial

experience, preferably within a US corporate environment, you should also possess the intellect and assertiveness to lead a focused and committed finance team. Growth potential is essential as progression will be limited only by personal ability.

In addition to the advertised salary, the benefits package includes a substantial bonus, fully expensed car and share option scheme.

If you are interested in this opportunity, which is situated within the M25 corridor, please contact James Hyde on 01-437 0464 or write to him, enclosing a brief CV, at the address below.

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Queens House 1 Leicester Place London WC2H 7BP  
Telephone: 01-437 0464



## THE PURSUIT OF EXCELLENCE

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The answer is simple - to be the best at what it does, to develop and grow within an increasingly competitive and ever changing market place.

This never ending search for excellence results in a demand for outstanding individuals who possess an entrepreneurial and flexible approach to successfully manage this change.

## MANAGER REPORTING AND ANALYSIS

**£25,000 Package + Car BRIGHTON**

The Travel Related Services Division marks the foundation of today's American Express Company and includes some of the world's most distinguished brand names, including the American Express Card, Gold Card and Travellers Cheques.

A key member of the management team, you will be responsible for the production, presentation and interpretation of European Divisional results to senior management. Leading a professional team, responsibilities include identifying and analysing specific business issues and providing support to local finance departments throughout the region.

Aged 28-32, candidates should be qualified Accountants with a proven track record in a management accounting environment. Management skills are essential as is a mature and positive approach to decision making.

Please apply directly to Penny Ridgell at Robert Half, Prospect, Walken House, Bedford Street, 418 The Strand, London WC2R 0BR. Telephone 01-836 3545, or evenings on 01-853 4009. Alternatively fax your details on 01-836 4942.

## FINANCIAL SYSTEMS CONSULTANT

**To £25,000 Package BRIGHTON**

Travel Related Services has recently undertaken two new strategic initiatives in the development of information systems - Projects Genesis and Travel Systems Strategy.

You will play a significant part in the development of these key business systems. This broad role involves providing support and advice on the financial integrity of the new systems. You will also provide a consultancy service to regional finance departments.

Candidates should be qualified Accountants or Consultants, aged 22-28, with experience of financial systems review and development.

The company offers an excellent benefits package which includes a mortgage subsidy, relocation and non-contributory pension scheme.



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Packages c. £28,000

As a well-known and professional financial services organisation, National & Provincial is constantly searching for new ways to elevate the service we offer to all our customers. Nowhere is this more obvious than in the rapidly expanding area of consumer credit.

## FINANCIAL CONTROLLER

Intense activity in the provision of Consumer Credit products and services makes the instigation of innovative financial accounting and management information systems imperative to determine and monitor current levels of enterprise.

You will be instrumental in the creation and implementation of these systems with emphasis on profit and loss, profit forecast, pricing models, sensitivity analyses and budgetary control.

## CREDIT CYCLE CONTROLLER

Success in the field of Consumer Credit depends upon the ability to accurately assess credit worthiness to minimise risk.

You will impart effective credit control procedures and perpetuate a credit scoring system. This will incorporate monitoring existing scoresets, tracking trends and making recommendations to implement changes. In addition data on competitors as well as existing portfolio performance will be required.

## CREDIT UNDERWRITER

As Credit Underwriter you will be primarily involved in the vetting of referred Credit Card applications using your judgement to assess their viability. This will also involve investigative work, within certain specified parameters. There could also be an element of research work so that you can provide statistics and other information, to improve the quality of the overall decision making process.

The position will demand a minimum of 2 years' experience in the Credit Underwriting field, preferably within a financial services institution.

An acute understanding of the financial services business is all-important, particularly in connection with credit-related procedures. You must have substantial experience of this fast-moving sphere and a sound appreciation of the business. Success will be based upon a rational and decisive temperament. The attractive salary package includes an immediate concessional mortgage and a London Weighting Allowance. We also offer an optional contributory pension scheme, BUPA and relocation where appropriate.

Please write with details of career to date, to: Mrs Angela Stevens, National & Provincial Building Society, Provincial House, Bradford BD1 1NL. Tel: (0274) 733444.

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## THE COMMERCIAL MORTGAGE BANK

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**SENIOR LENDING OFFICER - c. £25,000 p.a.**

to join our established Loans Department based in Exeter.

Applicants, aged 30 to 45, will preferably have ACTB qualification and be able to demonstrate wide experience of commercial property lending, including development finance, together with appropriate management skills, ability to negotiate at Board level and a high degree of self-motivation.

As the position will require some travel a company car will be provided.

In addition to the salary indicated, which will depend upon age and experience, we offer valuable benefits including annual bonus, free BUPA membership, and house mortgage subsidy after a qualifying period.

Applicants should write with a full CV (which will be treated in the strictest confidence) to: C. J. Halliday, Esq., Loans Director, Exeter Trust Limited, Exeter Trust House, Blackboy Road, Exeter, EX4 6SE.

Please mark your envelope "Strictly Private & Personal".

## FINANCIAL PLANNING MANAGER

Uxbridge

**£28,000+ Car**

Unrivalled career progression is the reward for an innovative recently qualified with this major retail distribution PLC. Heading the Financial Planning team you will have overall responsibility for the construction and presentation of the group distribution plan including divisional forecasts and capital plans, five year plans and group pay reviews. Strong management and analytical skills are required coupled with good computer applications and financial modelling experience. Excellent benefits package and prospects to match. Ref: H2402.

For further information contact: Accountancy Personnel, Northern Rock House, 88-90 College Road, Harrow HA1 1DG. Tel: 01-863 6211.

## SENIOR FINANCIAL ANALYST

Besidon

**£21,000+ Mortgage**

Our client, ACCESS, is seeking a qualified Accountant to further strengthen the financial planning function within their multi-million pound operation.

This key role requires experience in budgeting, auditing and analysis as well as management reporting. The successful candidate will combine staff management abilities with initiative, flexibility and strong interpersonal skills.

Excellent benefits include, preferential loans scheme, generous holiday entitlement, pension and Life Assurance, and excellent Sports and Social Club. REF: JKACCESS.

For further information contact: Accountancy Personnel, New Cranbrook House, 61 Cranbrook Rd, Blandford 1G1 4PG. Tel: 01-478 7725.



**Accountancy Personnel**

Placing Accountants first

**Hays**

A HAYS PERSONNEL SERVICES LIMITED COMPANY

# INTERNATIONAL BUSINESS APPRAISAL

**MAJOR UK PLC**

Central London

**£26,000 + Car**

This highly profitable UK multinational has, through organic expansion and strategic acquisition, established itself as a market leader in the food manufacturing and commodity sector.

An exceptional opportunity has arisen for an astute and committed individual to join a small high profile team reporting to Board level. The team undertakes a variety of projects of an analytical nature, working in company offices throughout Europe and North America.

Emphasis is placed on taking a business approach to problem solving across a variety of disciplines, including financial management, systems, production and marketing.

The ideal candidate will be a qualified accountant, preferably a graduate, aged between 25 and 32, with previous commercial experience. As well as excellent technical skills, you will need a perceptive and flexible approach, together with the confidence and presence to deal at the highest level throughout the organisation. Language ability would be an advantage but is not essential.

In addition to an excellent salary and other large company benefits, the position offers outstanding opportunities for advancement at both subsidiary and group level worldwide.

Interested applicants should telephone Susie Truswell on 01-437 0464, or write, submitting a brief CV, to the address below.

**ROBERT • WALTERS • ASSOCIATES**

RECRUITMENT CONSULTANTS  
Queens House 1 Leicester Place London WC2H 7BP  
Telephone: 01-437 0464

*John Little*



# FINANCIAL CONTROLLER

## Leisure Industry

City c£30,000 plus car

Our client, a partnership of two successful entrepreneurs, has just acquired a country club in the North. This is the first of a substantial number of proposed acquisitions of membership-based health and country clubs throughout the Midlands and the North.

The partners now seek to recruit a Financial Controller to join the team and to establish effective financial management and control. Systems will be fully computerised and staff will be recruited when required. This, however, is a "hands on" role, involving total

commitment to the development of the Group, which will be achieved by both acquisitions and organic growth.

Candidates must be young, energetic, qualified chartered accountants with direct experience of the leisure industry and acute commercial acumen. The post will involve extensive UK travel; success in the role will lead to early promotion to the board.

Please write in confidence with full career and salary details, quoting reference J2135 to John Hills.

**KPMG**

Peat Marwick McLintock

Executive Selection and Search  
70 Fleet Street, London EC4Y 1EU

## NOVO Finance & Administration Manager

Paris based  
£35,000 (equivalent)  
+ bonus + other benefits

NOVO, a world leader in diabetes treatment and industrial enzymes is a US\$800 million multi-national biotechnology/pharmaceutical group. NOVO operates at the frontiers of science in its research programmes particularly genetic engineering.

The groups' French subsidiary, NOVO France (which is itself the market leader in that country) is seeking a qualified accountant, aged 30-35 to take on the role of Finance & Administration Manager. Responsible to the Managing Director - France, your responsibilities will include group reporting,

regular liaison with the Head Office in Copenhagen, statutory and management reporting plus personnel and administration.

An ambitious and resilient self-starter, you will have prior experience either overseas or within a multi-national company. A strong working knowledge of French and direct PC user experience is essential. Beyond that, you should have both the capacity and tenacity to meet the pressures and deadlines typical of a group determined to maintain and further enhance its market leadership.

Career prospects within this fast paced, growth orientated multi-national are exceptional, and an attractive package, including relocation if appropriate is offered. If you are keen to pursue this EEC opportunity, then write to Hamish Davidson quoting reference MCS/4025 enclosing a full CV and salary details.  
**Executive Selection Division  
Price Waterhouse  
Management Consultants  
No. 1 London Bridge  
London SE1 9QL  
Telephone 01-378 7200**

Price Waterhouse

## BUSINESS PLANNING MANAGER



London

£35,000 plus bonus and car

Cellnet operates one of the world's most advanced mobile communications networks and is one of the most dynamic and innovative companies in Europe with a consistent record of 100% compound growth per annum. Mobile communications is the growth industry of the future and Cellnet is positioned to continue leading the market in the UK and Europe. Due to internal promotion a Business Planning Manager is now required.

Reporting to the Director, Corporate Services, the Business Planning Manager will lead a small team responsible for the business and financial planning of future growth. Liaising with a range of functional specialists, the role focuses on project assessment, capital investment appraisal and competitor analysis activity to support comprehensive reports to

the Board on crucial commercial issues.

Candidates must be graduates with a business degree, possibly combined with an MBA or accountancy qualification. Aged 30-35, you will have a minimum of two years experience in financial planning and analysis together with familiarity with the demanding requirements of a large organisation. Excellent communication skills and commercial judgement are essential to build relationships across all disciplines.

Please reply in confidence, giving concise career, personal and salary details to Heather Male, quoting Ref: L414.

Egor Executive Selection  
58 St. James's Street  
London SW1A 1LD (01-629 8070)

**EGOR**  
EXECUTIVE  
SELECTION

United Kingdom · Belgium · Denmark · France · Germany · Italy · Netherlands · Portugal · Spain

## FINANCIAL MANAGEMENT OF GROWTH - UK & OVERSEAS OPERATIONS

Our client is currently a £35m turnover group providing design, manufacturing and full maintenance and expert technical backup to users of engineered products.

Operating through a UK branch network and in the USA, Australia, the Middle East and mainland Europe, the group is committed to a significant growth programme, both organically and by acquisition, designed to double sales turnover and margins within 3 years.

To help manage this growth, they wish to make 2 new appointments of key financial personnel, to be based at the BIRMINGHAM HQ.

Both roles will have a direct impact on a major redesign of financial and operational systems based on new IBM AS400 hardware.

Prospects within both the Group and its £800m turnover parent are excellent. Candidates should submit in strict confidence a full CV to Peter Grisenthwaite who is advising the company and conducting preliminary interviews from week commencing Monday 24th April. You may fax your details to us on 021-200 2702. All correspondence will be acknowledged.

### GROUP FINANCIAL CONTROLLER

c£25,000 + CAR + BENEFITS

Ideally 30-35 years old the successful candidate will be a Chartered or Certified Accountant with 2+ years relevant post-qualifying experience in a UK-based international company with roots in engineering.

Working closely with the Group FD, the role will encompass routine group statutory records, financial reports and analysis, together with audits and investigations of both existing facilities and potential acquisitions, especially overseas. Up to 25% of the job will involve overseas travel. Quote Ref FT/181/PG

### FINANCIAL CONTROLLER - UK CO

c£20,000 + CAR

Aged 28-35, the successful candidate is likely to be a qualified Cost & Management Accountant with a minimum of 2 years in a senior financial role within a multi-branch, preferably engineering environment.

Reporting to the FD of the largest UK operating subsidiary, the successful candidate will be responsible for all centralised financial and management accounting with a staff of 7.

He/she will liaise regularly with engineers and other branch personnel. Quote Ref FT/182/PG

**Accountancy  
Recruitment  
Solutions**

1st Floor, 12 Priory Gardens, Birmingham B4 6SS.  
Telephone: 021-204 2444, Fax: 200 2202.  
A member of Solutions Personnel Consultants Ltd.

## ACAs in pursuit of excellence

Central London, Cambridge, Birmingham, Manchester  
£25,000-£40,000+Car+Bonus

Our client is a highly innovative firm who believe in employing commercially aware professionals. It is already one of the top firms in the UK with 80 partners spread throughout twelve offices and part of a strong international firm with 600 professional offices worldwide. The firm has achieved substantial expansion over recent years and expects to continue to grow through the 1990s.

This growth has resulted in the need to recruit several high calibre chartered accountants, with a minimum of two years' PQE, to undertake key management roles in the Client Service Departments. These departments provide a comprehensive financial advisory service for high growth privately owned and quoted businesses.

Responsibilities are:

\* Providing business advice, audit

and a consultancy service to a broad range of clients

- \* Motivating and leading a team of qualified chartered accountants and students
- \* Maintaining high technical standards
- \* Staff appraisal and counselling
- \* Practice development.

In this environment, there is plenty of scope for commercially aware accountants to progress. Initiative and marketing ability will be rewarded with fast promotion.

The attractive salary package will include relocation assistance where appropriate.

For further details please write, enclosing a full CV to Peter Minns at Michael Page Finance, 39-41 Parker Street,

London WC2B 5LH or  
telephone 01-831 2000.

**Michael Page Finance**

International Recruitment Consultants

London Bristol Windsor St Albans Leatherhead Birmingham Nottingham  
Manchester Leeds Newcastle-upon-Tyne Glasgow & Worldwide

## FINANCIAL DIRECTOR

West Midlands

c£30,000 + Bonus + Car

Our Client is engaged in the provision of 'leading-edge' information technology to a wide range of Clients. As an autonomous profit-orientated business within a large Group, they are widely acknowledged as the elite in their field, setting the standards by which others are judged.

As a senior decision-making member of the Board, the Financial Director will co-ordinate and define policy for the financial management of the company's affairs. Major emphasis will be placed on the development of company strategies and policies in line with planned expansion by acquisition. Experience in this area is essential. The role will carry a strong bias towards commercial management.

The successful candidate will be a qualified

Accountant, with polished communication skills and the ability to motivate and direct staff. The senior nature of the position also demands stature and versatility-coupled with a capacity for shrewdness and innovation. The Financial Director will need to have the ability and energy to get beneath the 'skin' of the business so that all decisions and recommendations are based on the exact needs of the company.

For a position of this nature, the company offers a salary package destined to grow in line with the on-going development of the business.

Applications, in writing, quoting reference B/184/89 and highlighting both entrepreneurial flair and experience of managing change, should be directed to Steven French.

**KPMG**

Peat Marwick McLintock

Executive Selection

Peat House, 2 Cornwall Street, Birmingham B3 2DL

## Inchcape REGIONAL CONTROLLER - FAR EAST

London based

c. £40,000 (inc bonus) plus car and other benefits

Inchcape is an international services and marketing group with a £2 bn + turnover and a well-defined range of core businesses which offer significant scope for further growth both organically and by acquisition. These activities are managed through regionally-based centres with a corporate interface being provided by the London-based financial control department. As a member of this team a Financial Controller is now to be appointed who will report to the Group Financial Control Director and provide a financial and commercial service to the operational, management of a major multi-business sector based in Hong Kong. All accounting procedures are a local responsibility so that the Controller's role centres on commercial considerations such as performance analysis, budgetary control, capital investments and disposals, acquisitions review and input to strategic plans. The job is, therefore, wide-ranging and business orientated with clear precedents for a career development move in 2/3 years, time. There will be a significant amount of travel to the sector headquarters and operational units.

Applicants must be qualified with line or staff experience in an international environment. Probably aged in their 30's they will need good communication skills and the personal confidence to be effective at board and senior management levels. Benefits include BUPA, a non-contributory pension and in due course, share options. Ref: 1694/FT. Send CV (with current salary and daytime telephone number) or write or phone for an application form to R.A. Phillips ACIS, FCII, 2-5 Old Bond Street, London W1X 3TB. Tel: 01-493 0156 (24 hours).

**Phillips & Carpenter**

Selection Consultants

## CORPORATE FINANCE-

Leading Merchant Bank  
Young Accountant

City

To £24,000 + Mortgage + Profit share + Car

This internationally respected UK investment bank has offices in Europe, USA, Australia and the Far East. They now seek a young qualified accountant to join their expanding Corporate Finance department, whose clients include major Blue Chip organisations as well as smaller companies experiencing rapid growth.

Operating within a young dynamic team, the position offers unrivalled experience and variety, providing high level financial advice on business deals around the world, including:

- ▲ MERGERS ▲ FLOTATIONS ▲ ACQUISITIONS ▲ MANAGEMENT BUY-OUTS.

A wide range of career options, including financial control, senior management positions in the UK or overseas and broking will be available within the medium-term. Young AGA's (or ACMA's/ACCA's with some financial services experience), seeking a move into the City should call ANDREW LIVESSEY immediately.

**ALDERWICK PEACHELL and PARTNERS**, Financial and Accountancy Recruitment, 125 High Holborn, London WC1V 6QA. Tel: 01-404 3155.

**Alderwick  
Peachell  
PARTNERS LTD**

*John Hills*



Handwritten note: *Handwritten text in a box at the top of the page.*

## Personal Financial Services Partner Designate

c £50,000

Our client is an innovative, medium-sized UK, national and international firm of chartered accountants. The tax practice is a rapidly growing and prestigious business area developed through an approach that is both highly efficient and personal. They combine the technical facilities of the large firms with the intimate approach of smaller firms. They wish to appoint a partner designate to lead and be responsible for the Personal Financial Services department. This strategically important role offers a unique opportunity to attain senior status within an established innovative practice.

Candidates should be suitably qualified accountants, lawyers or FTIs with a very strong personal tax background. You should also display a broad range of abilities including strong technical skills, the ability to successfully manage a team of professionals and be able to conduct detailed negotiations at a high

level with demanding clients and potential clients together with the tax authorities.

The department's work covers a variety of tax planning aspects for wealthy individuals resident in the UK and abroad including off-shore trusts, estate planning, capital transactions, share option schemes and other incentives for executive employees.

This senior level appointment with a real partnership potential in the short term, demands enthusiasm, commitment and the determination to succeed in this challenging role. If you feel you can meet this exacting criteria, write in strictest confidence to Chris Nelson, Manager, Michael Page Finance, 39-41 Parker Street, London WC2B 5LH or telephone him on 01-831 2000 (evenings/weekends 01-785 6545).

**Michael Page Finance**

International Recruitment Consultants  
London Bristol Windsor St Albans Leatherhead Birmingham Nottingham  
Manchester Leeds Newcastle-upon-Tyne Glasgow & Worldwide

## E&W Ernst & Whinney Corporate Tax Executive

Luton

to £40,000 + car & benefits

Ernst & Whinney is acknowledged as a major tax adviser to businesses in the UK and throughout the world.

The Luton office of Ernst & Whinney is now 130 strong and offers all disciplines needed by clients in the region. The tax department supports the varied needs of a wide client base and has grown rapidly.

A vacancy now exists for an experienced corporate tax executive operating initially as a Senior Tax Manager. The successful applicant will support a vibrant corporate advisory team involved with all aspects of corporate re-organisation and regeneration encompassing investigations for acquisition, disposal, merger and flotation. Emphasis will be on client support, with departmental management responsibilities

for more junior staff where appropriate. A fast growing department allows maximum career development and a salary and benefits package which reflects the seniority of this position.

For further information please contact Graham King at Michael Page Finance, 39-41 Parker Street, London WC2B 5LH or telephone him on 01-831 2000 (evenings/weekends 01-785 6545). Alternatively contact John Zafar at Michael Page Finance, Centurion House, 136-142 London Road, St. Albans, Herts AL1 1SA or telephone him on (0727) 65813.

**Michael Page Finance**

International Recruitment Consultants  
London Bristol Windsor St Albans Leatherhead Birmingham Nottingham  
Manchester Leeds Newcastle-upon-Tyne Glasgow & Worldwide

## FINANCIAL CONTROLLER

To Provide The Impetus For Strategic Development.  
Central Scotland c £35,000 + Car

Our client, a market leader, operates within the fiercely competitive FMCG sector. Its exceptional financial performance is derived from maintaining competitive advantage through a constant focus on a co-ordinated, highly innovative and strategic approach to all business practices.

This senior appointment carries financial control responsibility across a multi-product, multi-site division. Specifically it entails the establishment and development of all financial policies and systems to ensure a consistency of preparation and analysis across all locations. The remit covers management accounting and control, budget preparation and performance review and, on an on-going basis, improving the quality of financial information and reporting procedures.

A qualified CA/CIMA, the successful candidate will possess a strong

professional track record ideally gained within a fast-moving commercial environment. The ability to manage, motivate and develop our client's financial teams and to provide operational management with high quality financial information and support is essential.

Candidates must be fully familiar with computerised financial control systems and be able to demonstrate the strategic planning and co-ordination skills necessary to ensure the successful development of the function.

An appropriate remuneration and benefits package commensurate with our client's status is offered together with exceptional career development prospects.

Please write, in confidence, giving concise career and salary details and quoting Ref. GMH115 to: Graham Hamilton.

## General Manager Group Development and Finance

c £60,000 Sterling + Benefits

U.K. Based (Hertfordshire)

Abbey p.l.c., with a turnover in excess of St£100m, are a major group involved in property development, house building and plant hire.

The development of organic growth opportunities and good acquisitions have contributed to rapid expansion, and highly impressive profit performances.

To continue with this strategy and pace of growth, we are now retained to identify and recruit a senior finance executive capable of assuming the responsibilities of this new role within the Group.

This position will report to the Group Finance Director while also having a close working relationship with the Chairman and Chief Executive.

Operating at Group level, the key areas of responsibility will include:

- Group Funding, Treasury and Tax Planning.
- Corporate Planning.
- Acquisitions/Business Development Strategy.
- Financial/Management Accounting.
- Information Technology and Management Information Systems.

Candidates applying for this most important post will be qualified chartered accountants aged between 30-45, and must have gained at least three years' relevant experience in most aspects of this type of job, preferably with a major U.K. based organisation. Strong interpersonal skills and a well developed commercial awareness are also essential qualities.

This position offers a genuine challenge and the unique opportunity for the right person to progress quickly with a fast growing Group. Remuneration is structured to attract candidates of the highest calibre and will include a prestige company car.

Candidates should address a curriculum vitae in total confidence, to: Larry Kelly, Ernst & Whinney, Marine House, Clanwilliam Place, Dublin 2, Ireland or alternatively for a confidential discussion telephone him at Dublin 609433.



## KPMG Peat Marwick McLintock

Executive Selection,  
83/84 Charlotte Square, Edinburgh EH2 4HF.

## FINANCIAL CONTROLLER

£28,000 + car + benefits + opportunity...

For a leading independent specialist contractor in the manufacture of theatre and television scenery, stage engineering, museum and gallery displays.

Established ten years ago in Central South London the Company now employs 80 staff turning over £3m in 1988 and is already exceeding its forecasted 30% growth for 1989. A strategically significant appointment to complement its strong technical management team is now sought. Achievement of the Company's goals will lead to appointment as Financial Director within twelve months.

You will have responsibility for a small team handling all the financial and cash management functions, statutory and management reporting, also for developing existing costing and budgetary systems, and in addition will provide analytical commercial appraisal and advice at Board level.

The successful candidate will be a CA, CIMA or ACA qualified accountant aged between 30 and 35 demonstrating a successful track record who may be battle-scarred by the rigours of one-off manufacturing commerce. A natural flair and liking for organisation and administration is essential - acquisition experience and an eye for opportunity will be extremely valuable.

You will be energetic, mature, keen to get out and about, hard dealing and yet have a sense of humour to succeed in this fast turnover high profile industry. Firm financial disciplines are required to maximise the profits generated by a pressurised but dedicated workforce who will reward the person who genuinely enjoys developing individuals into a team drawn from all walks of life.

The Board will have no hesitation in awarding the right candidate capable of picking up this challenging and open opportunity with a valuable share option within 24 months.

Please send a detailed CV in strict confidence to Martin Stainton FCA, at Stainton & Shafto (Appointments), 21 Wigmore Street, London W1H 9LA.

## Financial Accountant

Central London

ACAs 28-35

c. £28,000 + car

Our client is a major food importing/exporting group with an annual turnover in excess of £200 Million seeking to recruit a financial accountant to join the Head Office finance function in London.

Reporting to the Deputy General Manager, the role will entail responsibility for the preparation of computer controlled financial accounts, draft budgets, overseeing cashing/treasury and payroll functions, bought ledger, sales ledger, insurances, car scheme etc.

Candidates (male or female) would be considered direct from public practice or with some years financial accounting experience gained in the FMCG sector.

For more information, please contact **George Ormrod BA (Oxon)** on 01-836 9501 or write with a copy of your CV to **Douglas Llambias Associates Limited, 410 Strand, London WC2R 0NS, quoting reference No. 3008.**



BIRMINGHAM 021-233 4421 DUBLIN 628620 EDINBURGH 031-225 7744 GLASGOW 041-224 2101 LONDON 01-836 9501 MANCHESTER 061-236 1555

## Financial Planning Analyst

Applied Biosystems is the leading supplier of systems and tools for biotechnology research and related applications. At Applied Biosystems we have experienced sustained high and profitable growth which we expect to continue.

We are currently seeking a Financial Planning Analyst who will be responsible for the provision of short and long term financial information and its analysis to European Management and to the U.S. Headquarters. This will require the organisation of management reporting, including consolidations. This is a new position which is based at our European Headquarters near Manchester. Travel around Europe and to California will be necessary.

The applicant should have a good working knowledge of English and a second European language and have a minimum of three years accounting experience in an international environment. Candidates should also have a recognised accounting qualification, with sound academic achievement.

With the continuing growth of Applied Biosystems, there is wide scope for career advancement into a financial management position. An attractive salary of not less than £28,000 is offered, plus Private Medical Scheme, Contributory Pension Scheme, Profit Share and Share Purchase Plan. Relocation expenses will be paid.

Applied Biosystems is an equal opportunities employer.

Applicants should apply in writing, enclosing a c.v. to **Anne Balcerak, European Human Resources Manager, Applied Biosystems Ltd, Kelvin Close, Birchwood Science Park North, Warrington, WA3 7PB.**



## FINANCIAL ACCOUNTS MANAGER

St. Albans

£25,000 + Car

An excellent opportunity for a young career minded individual to join the Leisure Division of a major group of companies in the service industry. This position has resulted from the continued expansion of the company and their plans for further acquisition and growth.

As a qualified accountant aged 28-32, you have the initiative and proven technical expertise to make a positive contribution to this progressive organisation. The role will require strong financial management skills, computer literacy and man management ability. Specific experience of the preparation of statutory accounts and tax computations will be particularly relevant.

In return for your commitment, the company offers a generous rewards package and unrivalled promotion prospects. Benefits include a petrol allowance, free medical and life insurance, company pension scheme and relocation assistance.

Interested applicants should contact **Jenny Hanford** on 0727 35116 (out of hours 0727 56986) or send career details to the address below.

**MANAGEMENT PERSONNEL**  
Kilpeck Court, Half Moon Yard, 14b Chequer Street  
St. Albans, Herts AL1 3YD



LONDON • GUILDFORD • ST. ALBANS • WINDSOR  
NEWBURY • BRISTOL • CAMBRIDGE



لجنته، في ليل

# Operations Planning & Analysis Manager

Financial Services  
London **£40,000 package + car**

Our client is one of the world's leading financial services groups, market leader in its sector. As a result of business expansion, a vacancy now exists for an Operations Planning and Analysis Manager.

You will lead a small team with responsibility for developing project cost/benefit appraisal and monitoring systems, using both quantitative and qualitative methods to evaluate planning and cost initiatives across the sizeable operational network.

Preferably an ACMA/FCMA with a relevant degree and at least five years' practical experience in large network operations, you will need first-rate analytical skills and ideally be computer literate.

In addition to a high basic salary, the position carries a full financial services benefits package, including subsidised loan facilities.

If you feel you match the demanding standards of a major financial establishment, please write in confidence, enclosing full career details stating how the requirements are met to Paul Banfield, ref. B46046.

MSL International (UK) Ltd, 32 Aybrook Street, London W1M 3JL.  
Offices in Europe, the Americas, Australia and Asia Pacific.



# Senior Tax Consultant

East Midlands

up to £27,000 + car

Here is yet another opportunity to join one of our young dynamic teams of tax consultants outside London.

You will be based in Leicester, where you will enjoy a wide ranging portfolio of clients from small businesses to multinational corporations. Many of our Leicester clients are moving ahead fast and you are likely to experience the tax problems associated with acquisitions,

MBO's and other reorganisation schemes. You should be a chartered accountant or Inland Revenue Inspector (P) with at least 4 years' corporate tax experience. Emphasis will be placed on candidates with good communication skills and an ability to work alongside clients who demand a comprehensive tax service of the highest quality.

with partnership prospects in an expanding office of a large international firm, then please write, with brief CV, to:

Tim Porter  
Tax Staff Partner  
Price Waterhouse  
Southgate House  
61 Millstone Lane  
Leicester LE1 5QA  
Tel. 0533 531981.

Price Waterhouse



OFFICES IN: LONDON • ABERDEEN • BIRMINGHAM • BRISTOL • CARDIFF • EDINBURGH • GLASGOW • LEEDS • LEICESTER • LIVERPOOL • MANCHESTER • MIDLESBROUGH  
NEWCASTLE • NOTTINGHAM • REDHILL • ST. ALBANS • SOUTHAMPTON • WIMBORNE • ASSOCIATED FIRMS IN IRELAND AND THE CHANNEL ISLANDS

## ACCOUNTS MANAGER

CITY

£30,000  
+ EXTENSIVE  
BANKING  
BENEFITS

THE FINANCIAL SERVICES SECTOR has had a roller-coaster existence since being hit by a small number of institutions, primarily through foresight and commitment to their chosen business areas, have continued to prosper.

Our clients are one such organisation. They are a banking group who operate internationally, profitably and in all major markets. Evidence of their approach is shown in the fact that they were not seduced into excessive recruitment and have had no subsequent need to shed staff. As part of their closely controlled growth plans they now require to recruit a candidate, qualified within the last three years, who has gained a knowledge of financial services either through direct experience or audit.

Duties are wide-ranging and because of our clients commitment to pushing responsibility down-line, offer early exposure to challenging tasks. As well as taking charge of six staff, the position will involve 'classic' financial accounting, further enhancement of sophisticated systems and accounting for specific products and sectors.

This position offers an exciting introduction to an organisation prepared to offer more than 50 services to career development. Please contact Neil J. Hildwood on 01-629 8863 or fax your c.v. on 01-408 0961.



RECRUITMENT CONSULTANTS  
BOND HOUSE, 9-10 WOODSTOCK ST, LONDON W1B 5HF Tel: 01-629 8863

## TAXATION MANAGER

Thames Valley

£40,000 + Car + Banking Benefits

This rapidly expanding group is committed to enhancing its position as a significant player in the UK retail financial services sector.

As a result of this expansion, there is a requirement for a Taxation Manager to join the financial management team.

Reporting to the Director of Finance, the role will demand the initiation and recommendation of schemes which minimise tax liability whilst maximising shareholder value. As a consequence, the role will also encompass the co-ordination of tax planning and compliance issues throughout the operating entities.

In order to fulfil these requirements, the successful individual will have to demonstrate a notable rate of progression within industry, the Revenue or the profession. Experience of the financial services sector will be an advantage.

The benefits package will include an attractive salary, subsidised mortgage scheme, non-contributory pension and company car.

For further information please contact James Hyde on 01-437 0464 or write, enclosing a brief CV, to the address below.

ROBERT • WALTERS • ASSOCIATES

RECRUITMENT CONSULTANTS  
Queens House 1 Leicester Place London WC2H 7EP  
Telephone: 01-437 0464

# Assistant Auditor

City  
Up to £20,000 + Mortgage Subsidy

Aetna Life and Casualty was founded in the United States in 1853 and is now one of the world's largest financial services groups, ranking amongst the 15 largest US corporations. Aetna launched in the UK in 1985 and UK funds under management are in excess of £400 million. Exceptional growth demands exceptional people and we are now looking for a highly-motivated professional to share the enthusiasm and dedication of our established team.

Reporting to the Audit Manager, you will help with the continued development and implementation of the annual audit plan for international and offshore operations. Together you will monitor new or changed organisational

plans, data processing systems and products/services to determine their financial and operational impact on future business strategies.

If not already qualified, you will certainly be well on the way to qualifying, either as an accountant or as an internal auditor. Previous audit experience, either with a professional firm or in the financial services sector, would be useful. Fluency in a European language would be an advantage.

The rewards will be a starting salary of £16-£20K, subsidised mortgage, non-contributory pension, life assurance and family BUPA. We are a young team and believe in promoting our people on ability.

If you are ready to take the next step in your career and feel you could measure up to this challenge, send a full cv, with details of your current remuneration, to me, Jill Corradi, Director, Human Resources, Aetna International (UK) Limited, 2-12 Pentonville Road, Islington, London N1 9XG.



# Group Finance Director

to £35,000 plus car  
Portsmouth

The SunSail International Group pioneered flotilla sailing holidays and today is the largest such operation in Europe with activities throughout the Mediterranean. The group includes Island Sailing, Yacht Cruising Association, SunSail Clubs and Emsworth Sailing School. Growth has been impressive - turnover has nearly doubled in the last year - and the company plans further growth organically and through acquisition. The head office is situated in attractive offices adjacent to a modern marina.  
Reporting to the Group Managing

Director, and a member of the small senior management team, you will initially have responsibility for 7 of the 60 head office staff. The company has several joint ventures in the Mediterranean and plans acquisitions further afield; foreign travel is likely to constitute about 10% of your time. A new computer system for reservations and accounting has recently been bought and will require your attention in its implementation. A qualified accountant, aged 28-35, you must have experience of managing an efficient accounts department, and a proven

commercial background, which ideally will include acquisition work. Experience of the travel industry and a knowledge of sailing would be advantageous.

This is an attractive position with great scope for someone wishing to manage the finance function of a young, exciting company. Please write enclosing a CV and salary details, quoting MCS/7015, to Aislinn Hunt Executive Selection Division Price Waterhouse Management Consultants No. 1 London Bridge London SE1 9QL

Price Waterhouse



# European Financial Controller

£75,000 plus benefits

Our client is one of the most successful and prestigious capital markets groups. In recent years a record of innovative responses to the needs of investors and issuers has enhanced its world-wide reputation across all major product areas.

The group is strongly placed to face the challenge which deregulation of the European financial services markets will bring in the next decade, and is now seeking to strengthen its finance team by the appointment of a European Financial Controller. Based in London and reporting directly to the Finance Director, Europe, the role embraces the full range of management and financial accounting.

As well as the technical expertise necessary to handle a wide range of capital markets and banking products, candidates must possess outstanding management skills and an ability to work under pressure in a complex multi-national organisation.

If you are interested in exploring the excellent career opportunity which this position provides, please write quoting ref. FT 02, with full details of your experience to Michael Swaine at the address below. Please state clearly if there are any employers to whom your c.v. should not be sent, as applications will be forwarded direct to the client for their consideration.



197 Knightsbridge, London SW7 1RP

# Financial Controller

West Midlands

£25,000 + Car

Our Client is the United Kingdom subsidiary of a prestigious Dutch Group. The Company is about to undergo a period of dynamic change, as an intensive re-investment programme is now underway. Substantial growth is expected in 1989 and future prospects for the Company are excellent.

An opportunity now exists for a commercially aware accountant to join a talented management team as Financial Controller. The position will report to the General Manager and will have responsibility for all aspects of the finance function, company secretarial duties and control of UK tax compliance matters. With restructuring, the role demands an individual with flair, the ability to manage

change, to identify acquisition targets and contribute to the overall commercial growth of the Company. Candidates should be qualified accountants ACA, ACMA, ACCA and aged between 29-36. You will need the ability to take a "hands on" approach to problem solving, have excellent interpersonal skills and the desire to succeed in a dynamic environment. In exchange for your commitment the Company will offer a generous package that will include a car, private health care, pension plus a profit share incentive scheme.

Interested candidates should write to Tony Hodgins ACA, Executive Division, Michael Page Finance, Bennetts Court, 6 Bennetts Hill, Birmingham B2 5ST enclosing a fully comprehensive C.V.



Michael Page Finance

International Recruitment Consultants  
London Bristol Windsor St Albans Leatherhead Birmingham Nottingham  
Manchester Leeds Newcastle-upon-Tyne Glasgow & Worldwide



The leading European Corporation operating worldwide in communication systems (T/O 11bn Ecu) is seeking to recruit an

## Assistant Treasurer

Reporting to the Group Treasurer, you will advise the group's subsidiaries worldwide in all treasury matters (investments, borrowings, cash management, exchange risk coverage, etc.). You will also be involved in high level contacts with the group's bankers and be responsible for maximising synergy within the function throughout the group. The position involves regular travel throughout the world.

You should have at least 8 years' experience within treasury in an international environment and have proven ability

at communicating and negotiating at a senior level. English is essential with knowledge of other European languages being an advantage. Excellent career prospects within the group can be offered to an outstanding candidate.

The position is based in Paris.

Please contact Xavier d'Anglade in strict confidence in Paris on (010) 331 42 89 30 03 or write to him enclosing a comprehensive CV and quoting ref. no. XA 1080 FT at Michael Page International, 10 rue Jean Goujon, 75008 Paris, France.



**Michael Page International**

International Recruitment Consultants  
London Amsterdam Eindhoven Brussels Antwerp Paris Lyon Sydney

## Corporate Finance Manager

A challenging role with a fast-growing, entrepreneurial company

Our client is a rapidly-expanding, London-based PLC which is building a significant business in the consumer leisure sector in the UK and overseas. An able and energetic person is now to be appointed to assist the Finance Director by carrying out a wide range of corporate finance and treasury duties. These will focus on the analysis, assessment and negotiation of acquisitions and related financing, the day-to-day management of the treasury function, and importantly to contribute to the establishment and management of taxation and accounting policies and their practical implementation in specific cases.

The person sought is likely to be a graduate with a qualification in accounting, treasury or banking, and will have had at least 3 years' relevant experience within a growing company. Initiative and a flexible, problem-solving approach are essential.

An attractive salary and benefits package will be offered, including discretionary bonus, share options scheme and a car.

If you wish to apply for this position please write - in confidence - enclosing a CV to Douglas Austin, ref. B.7118.

**MSL International**

MSL International (UK) Ltd,  
32 Aybrook Street, London W1M 3JL.  
Offices in Europe, the Americas, Australasia and Asia Pacific.

## DEVELOPMENT ACCOUNTANT

Warwickshire To £25,000 (neg) + Car

Millward Brown Plc is a successful market research company with an excellent reputation for quality and innovation. As the 6th largest research agency in the UK it conducts a wide variety of research projects. More than 50 of the top 100 UK advertisers buy research from Millward Brown. The continuing expansion of the company has created the need for greater sophistication in accounting systems and a more structured approach to budgeting and forecasting. Reporting to the UK Finance Director, this position will be responsible - with a small team - for the development of comprehensive costing, budgeting and forecasting procedures and systems for the UK operations, and for ensuring that these are fully understood and utilised to best effect. The efficient treasury management of the company, including investment and foreign currency dealings, is also an important part of the role.

Applicants must be qualified Accountants - probably aged 25-35 - with good knowledge of computerised accounting systems and sound commercial awareness. Energy, enthusiasm and vision are essential for success as is the personality and approach to quickly gain respect and credibility at all levels.

This is an unusual opportunity - in a wide ranging role - to contribute directly to the success and growth of a progressive and dynamic organisation.

A salary of up to £25,000 per annum (negotiable for the right person) is offered, plus company car and a comprehensive benefits package.

Please apply in writing, giving full career and salary details, quoting reference L/106789 to Moring Lloyd.



**Peat Marwick McLintock**

Executive Selection

Arlen House, Salisbury Road, Leicester LE1 7QS. Telephone (0533) 471122.

## Manager International Operational Review

£ negotiable + Car + Benefits

Our client is a major blue chip Consumer Products Group engaged in the development, manufacturing and marketing of a diverse range of brand name products.

Reporting to the Audit Director, you would be responsible for a team of auditors based at the West London European HQ, undertaking reviews of organisational and functional activities for the subsidiaries located in Europe, Middle East and Africa.

The operational review team carries responsibility for working closely with local Management to assess each location and to make constructive recommendations for improvements.

Applications are invited from qualified Accountants with a minimum of 5 years relevant experience with an innovative and analytical approach. A knowledge of computer systems and a willingness to undertake foreign travel is essential. A second European language would be desirable. An attractive salary package is offered which will include company car, annual bonus, non-contributory pension scheme and where appropriate relocation assistance.

For further details of this excellent career opportunity, please contact Darrrell Smith on 01-387 5400 (day) or 01-883 0287 (evenings and weekends) or write to Financial Selection Services, Drayton House, Gordon Street, London WC1H 0AN.

**Financial SELECTION SERVICES**

Executive Selection

## Financial Controller

Multi-Site Service Business

M40 Corridor,  
To £30,000, Car

This £75m turnover business comprises a group of companies providing specialist services to industry, commerce and public authorities. A subsidiary of a major British plc, the group has an excellent record of profitable growth, fuelled by strong organic expansion and an active acquisition programme. Reporting to the Financial Director, you will be responsible for ensuring that the financial and management information produced meets the needs of operational and commercial executives. You will head up a substantial team and will play a key role in the appraisal and integration of acquisitions and undertake a number of ad-hoc projects. There will be considerable contact with the parent plc through the regular reporting cycle. A qualified accountant (preferably Chartered or Certified) aged 28-40, you must combine excellent technical accounting abilities with strong commercial awareness and proven staff management skills. An understanding of multi-site service business would be particularly useful. The company has ambitious plans for development, and good career prospects are assured in this dynamic environment.

Male or female candidates should submit in confidence a comprehensive c.v. or telephone for a Personal History Form to: S.P. Spindler, Hoggett Bowers plc, George V Place, 4 Thames Avenue, WINDSOR, SL4 1QP, 0753-850851, Fax: 0753-853339, quoting Ref. W11080/FT.

**Hoggett Bowers**

BIRMINGHAM, BRISTOL, CAMBRIDGE, CARDIFF, EDINBURGH, GLASGOW, LEEDS, LONDON, MANCHESTER, NEWCASTLE, NOTTINGHAM, SHEFFIELD, WINDSOR  
A Member of Blue Arrow plc

## EUROPEAN ACCOUNTANT

Purley, Surrey c £28,000 + car

EMC<sup>2</sup> is a leading manufacturer of peripheral equipment for mainframe and mini computers. Headquartered in Boston, Massachusetts, the company is now looking for an experienced qualified Accountant to be based in the European Headquarters at Purley, Surrey.

Reporting to the European Controller, the ideal candidate will have the following background:-

- 1) Accounting qualification obtained in leading professional firm
- 2) Experience of USA and European reporting requirements
- 3) Strong familiarity with PCs and computerised business systems
- 4) Understanding of Foreign Exchange exposure management
- 5) Knowledge of French and/or German

If you are interested in the above position, please send your CV including recent photograph to Mr C Patteson, EMC Computer Systems (UK) Ltd, EMC House, 814 Brighton Road, Purley, Surrey CR2 2BR.

## FINANCIAL CONTROLLER with STRONG COMMERCIAL ACUMEN

Surrey

To £35,000 + Car

Our client, a leader in its industry, is a substantial, multi-site organisation engaged in the manufacture, marketing and distribution of consumer goods. The company's dramatic growth necessitates the recruitment of a dynamic and self motivated Financial Controller.

This high profile and influential appointment gives responsibility for the co-ordination and control of all head office accounting and divisional reporting activities together with the provision of sound financial guidance to the directors. Particular emphasis is to be placed on performance monitoring, the evaluation of capital and business proposals, policies and procedures and the effective utilisation of resources.

Applications are invited from qualified accountants, aged 32-40, who can demonstrate strong technical ability in financial and particularly management accounting and a record of achievement in systems development matters. Candidates should also possess excellent interpersonal skills and have experience of working in an industrial environment.

For further information on this outstanding career position which offers genuine scope for progression into general management please contact Malcolm J. Hudson.

**HUDSON SHRIBMAN**

VERNON HSE-SICILIAN AVE-LONDON WC1A 2QH-TEL: 01-831 2323

FINANCIAL RECRUITMENT

## Business Adviser Property

C.London c.£32,500 + Car + Mortgage

The property division of a leading fund management organisation responsible for clients commercial property portfolios in excess of £4.5 billion, offers an unusual and challenging role for a suitably qualified accountant or MBA age 30-35 years.

Drawing on all your business skills you will provide a commercial overview for a number of profit centres. The job will involve the conceptual development and implementation of an executive information system, reporting key performance indicators to profit centre managers and the divisional board. You will contribute ideas and advice to each function by analysing their business strategies enabling the enhancement of profitability without detriment to service standards.

Career opportunities are exceptional in this diversifying group. The excellent benefits include a mortgage and non-contributory pension scheme.

Write, with full CV and daytime telephone number, to Patrick Dounelly, quoting ref: FT/043.



**PD Consultants**

MANAGEMENT - SELECTION  
314/316 Vauxhall Bridge Road, London SW1V 1AA. Tel: 01-828 2273

## Management Accountant

N. London

c£25,000 + bonus + car

Autonomous subsidiary of international manufacturing group seeks a Management Accountant who will be the primus inter pares reporting to the Financial Director and therefore be his Deputy. Remuneration package includes fully expensed 2 litre company car and relocation costs if necessary.

Candidates, aged 28-50, will be qualified accountants or Chartered Secretaries with several years' management accounting experience in manufacturing industry. High professional competence, application and computer literacy are essential qualities. Prospects are not restricted to this function in this company.

For full details write to W T Agar at JC&P, 104 Marylebone Lane, London, W1M 5FU demonstrating your relevance clearly and quoting 2301/FT.

**John Curtis & Partners**  
Search and Selection

## Accountant (Audit) Major Oil Company

Amerada Hess is one of the fastest growing oil and gas exploration and production companies in the UK. In addition to having a wide range of joint venture interests in the North Sea, we are the operator of two oil fields, with a third field under development. With an annual turnover in excess of £2.5 billion, Amerada Hess is well known as one of the most successful and forward thinking companies, recruiting the best professional people and rewarding them accordingly.

Continued expansion means that we now need to recruit a further Auditor to work from our UK Head Office in London. This is a challenging role calling for a qualified Chartered Accountant with 2 to 3 years post qualification experience, preferably gained in the oil industry.

Duties will involve internal, project and joint venture audits, mainly in the UK. The successful candidate should be an organised self-starter and a confident and effective communicator. Applicants must demonstrate initiative and the ability to hold a high profile position involving constant contact with senior management. Familiarity with computerised accounting/reporting systems and a good knowledge of PC usage is also important.

We can offer you an excellent salary and generous benefits package. If you feel you can meet our requirements and are interested in a rewarding career within the oil industry, please write with full CV to Lesley Poole, Personnel Officer, Amerada Hess Limited, 2 Stephen Street, London W1P 1PL. No Agencies.

**HESS**

**AMERADA HESS**